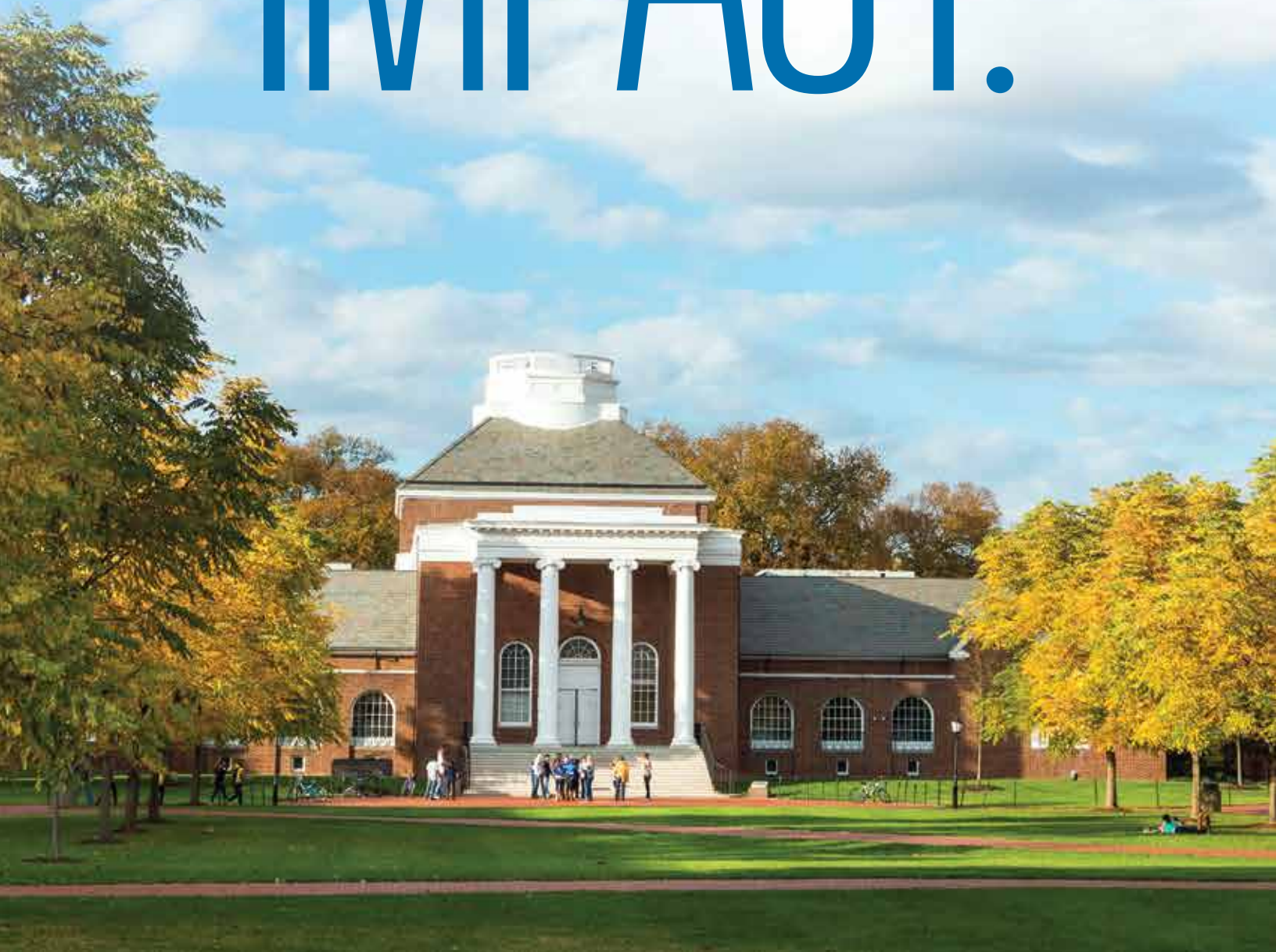
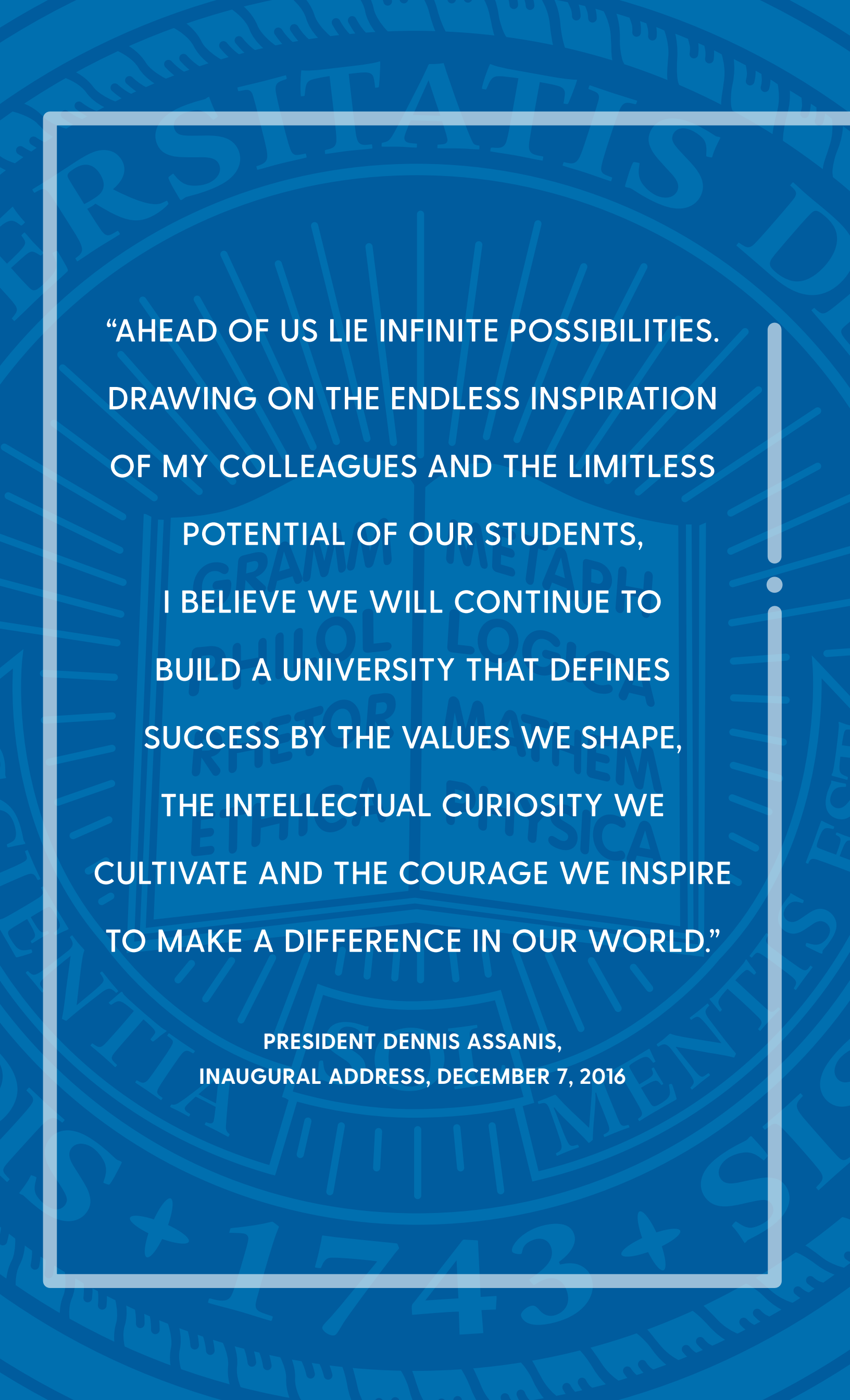


PRESIDENT'S REPORT 2019



INSPIRATION. IMPACT.



The background of the image features a large, faint watermark of the University of South Florida seal. The seal is circular and contains the text "UNIVERSITY OF SOUTH FLORIDA" around the perimeter. In the center, there is a shield with various symbols, including a sun, a palm tree, and a book. The shield is flanked by two columns. The entire image has a blue color scheme.

“AHEAD OF US LIE INFINITE POSSIBILITIES.
DRAWING ON THE ENDLESS INSPIRATION
OF MY COLLEAGUES AND THE LIMITLESS
POTENTIAL OF OUR STUDENTS,
I BELIEVE WE WILL CONTINUE TO
BUILD A UNIVERSITY THAT DEFINES
SUCCESS BY THE VALUES WE SHAPE,
THE INTELLECTUAL CURIOSITY WE
CULTIVATE AND THE COURAGE WE INSPIRE
TO MAKE A DIFFERENCE IN OUR WORLD.”

PRESIDENT DENNIS ASSANIS,
INAUGURAL ADDRESS, DECEMBER 7, 2016

BUILDING ON A PROMISE



THE UNIVERSITY OF DELAWARE

is a top-tier research institution, the flagship of the First State, an economic engine for the mid-Atlantic region and, most importantly, the educational home of more than 24,000 students from around the world. In the more than 275 years since our beginnings in 1743, our achievements in science, art, technology, culture and more have indeed changed the world. By any measure, this is an extraordinary university.

Indeed, this is an extraordinary moment of purpose for all universities. Every day, our students and alumni navigate a fast-changing global marketplace that continually demands fresh ideas and new skills. Our society faces complex problems that require interdisciplinary and entrepreneurial solutions. Our universities must be accessible and affordable for all students, even as the demand for higher education grows and resources remain limited. With no time for complacency, we are called to constantly adapt and strive to meet the challenges of today and embrace the opportunities of tomorrow.

At the University of Delaware, we are mapping new territory and pushing ourselves farther. We are taking bold steps to meet the needs and aspirations of our people, extend our impact on the world and, ultimately, secure our future. Five priorities guide our essential work, all centered on ensuring the lifelong success of our students and fulfilling our vital missions of teaching, research and service.

The need is urgent for an ever-greater University of Delaware—one that is even more creative, curious, interdisciplinary and interconnected—with global reach to help shape our shared future. To realize this vision, we are accelerating the pace of our transformative impact and setting our sights on the University of Delaware's next 275 years.

A handwritten signature in blue ink that reads "Dennis Assanis".

Dennis Assanis
President



“By any
measure,
this is an
extraordinary
university.”



A MODERN RESEARCH UNIVERSITY BUILT FOR ENGAGEMENT AND IMPACT

THE UNIVERSITY OF DELAWARE is proud of our strong legacy of innovation and powerful pursuit of knowledge.



\$145.5 MILLION

Sponsored research expenditures, putting UD among the **top 3% of institutions nationwide**

1743

Founding of the Academy, to which UD traces its roots, making it the **8th oldest university in the nation**



\$1.6 BILLION

UD's endowment and assets invested with endowment



\$4.7 BILLION

Economic impact in the Northeast Corridor, supporting **33,320 jobs**



**LAND GRANT,
SEA GRANT,
SPACE GRANT**



14:1

Undergraduate student-faculty ratio

A TOP-RANKED INSTITUTION

University of Delaware programs ranked in the top quartile nationwide:

Chemical Engineering	Physical Therapy (#1 in the U.S.)	Public Management and Leadership	UNDERGRADUATE EDUCATION: MONEY's Best Colleges for your Money Wall Street Journal/ Times Higher Education College Rankings Forbes Top Public Colleges
Clinical Psychology	Our schools of Education, Business and Engineering	Public Affairs	
Online MBA		Public Finance and Budgeting	
Online Master's of Education		Nonprofit Management	
	Homeland Security and Emergency Management		

The University of Delaware motto—*Scientia sol mentis est*, or Knowledge Is the Light of the Mind—guides our institutional priorities and our vision for the future.



ENHANCING THE
SUCCESS OF OUR STUDENTS



BUILDING AN ENVIRONMENT OF
INCLUSIVE EXCELLENCE



STRENGTHENING
INTERDISCIPLINARY AND
GLOBAL PROGRAMS



FOSTERING A SPIRIT OF
INNOVATION AND ENTREPRENEURSHIP



INVESTING IN OUR
INTELLECTUAL AND PHYSICAL CAPITAL



ENHANCING THE SUCCESS OF OUR STUDENTS

OUR MOST IMPORTANT JOB is leading our students to success and preparing them to thrive in the 21st century. We are committed to ensuring access for qualified students, especially Delawareans and those from diverse backgrounds. Modest enrollment growth means that students can continue to benefit from inspiring teachers, modern classrooms and labs, superb advising, robust career services and more high-impact experiences. Our retention, graduation and career success rates are already high, allowing us to focus significant attention on ensuring that even more students succeed at UD.

GROWING AN EXCELLENT STUDENT COMMUNITY



2016-17

18,510

UNDERGRADUATE

3,794

GRADUATE

705

PROFESSIONAL AND
CONTINUING STUDIES



2017-18

18,948

UNDERGRADUATE

4,024

GRADUATE

802

PROFESSIONAL AND
CONTINUING STUDIES



2018-19

19,060

UNDERGRADUATE

4,164

GRADUATE

896

PROFESSIONAL AND
CONTINUING STUDIES



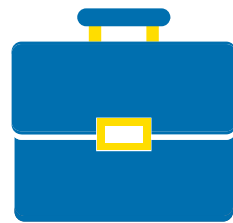
ON-TIME GRADUATION



73%

of UD students earn their bachelor's degree within four years—one of the **Top 20 rates** among public institutions nationwide.

CAREER SUCCESS



95%

of UD graduates are employed or pursuing further education **six months after earning their bachelor's degree**, compared to a national benchmark of 84%.

INCREASING ACCESS TO A WORLD-CLASS EDUCATION

PELL GRANT
RECIPIENTS



FIRST-GENERATION
STUDENTS



UNDERGRADUATE
FINANCIAL AID



UD’s Associate in Arts Program—
A low-cost path to a high-quality degree

The Associate in Arts program is one of the University of Delaware’s most successful access points for Delawareans. Offered tuition-free in partnership with state financial aid, this program provides students with intensive guidance and support while they take courses close to home in Wilmington, Dover and Georgetown. A new initiative lets students begin their nursing degree in the AA program (pictured).

More than
66%
of Associate in Arts
students earn
that degree
within three years,
compared to about
32% nationally.

At UD,
84%
transition to the
Newark campus
to pursue their
bachelor’s degree.




“Finish in Four” initiative keeps students on path to graduation

At the University of Delaware, we promote the idea that students should aim to “Finish in Four”—and provide a growing array of services to help them do so.

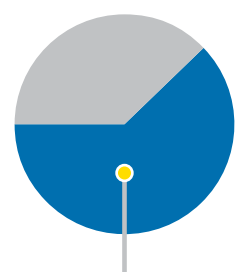
The Blue Hen Success Collaborative, fully implemented in 2017, lets us use predictive analytics and intensive advising to guide students and alert them to potential trouble, even if they’re not struggling yet. These tools have helped significantly more first-year students earn at least 30 credits to keep them on track to graduation.

We eliminated the credit cap so full-time students can take 18+ credits a semester without additional charge. We increased the number of professional academic advisers and expanded our drop-in tutoring program. And we provide modest “Finish in Four” grants to help students clear financial hurdles to earn their degrees.

Now we’re working with other members of the Association of Public and Land-grant Universities to share what works in leading students to success.

 See how UD’s College Readiness Scholars Institute prepares high school students to succeed: udel.edu/crsi

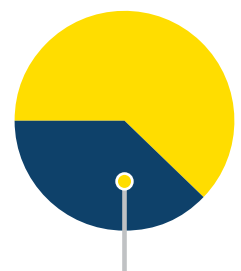
FIRST-YEAR STUDENTS COMPLETING 30+ CREDITS BACHELOR’S



61%

2017-18, up from 58% in 2016-17

ASSOCIATE IN ARTS



38%

2017-18, up from 16% in 2016-17

HIGH-IMPACT EXPERIENCES ENSURE STUDENTS MAKE THE MOST OF UD

53%

Participate in service learning

35%

Work with faculty on a research project

71%

Work in an internship, field experience or clinical placement

53%

Complete a capstone project, exam or portfolio

33%

Study abroad

25%

Live or work in a learning community

STUDENTS WHO PARTICIPATE IN AT LEAST ONE HIGH-IMPACT EXPERIENCE

93%

UD

89%

UD peer institutions

86%

Association of American Universities

PROVIDING A LIFE-CHANGING STUDENT EXPERIENCE

CREATING GLOBAL SCHOLARS

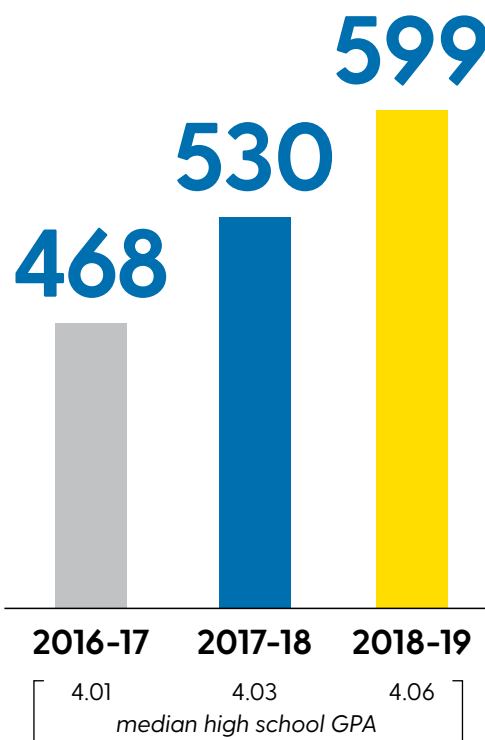
A record

10

University of Delaware students and alumni were chosen as Fulbright Scholars in 2017-18. Students plan to study from Benin to Brazil, from Poland to Philippines, and more.



HONORS PROGRAM ATTRACTS TOP FIRST-YEAR STUDENTS



Promoting success through campus design

With the opening of the new South Academy Residence Hall (pictured), most University of Delaware first-year students now live in new or substantially renovated housing clustered in vibrant campus communities. The halls are designed to encourage social interactions, engagement and a strong sense of belonging, which contributes to UD's high retention and graduation rates.



New Graduate College raises impact of advanced education

The University of Delaware's newly established Graduate College will create, expand, improve and promote excellent interdisciplinary programs at the master's and doctoral levels.

Following more than two years of campus-wide discussion and planning, the initiative brings together UD's current graduate programs to better support the academic, financial and career needs of graduate and professional students. The Graduate College will also help expand online master's and professional programs to provide lifelong learning opportunities.

As we seek to address the world's most complex challenges, the Graduate College will be instrumental in building an even more robust education and research enterprise, as well as significantly elevating our undergraduate experience.

The new Graduate College will help UD nearly double its graduate enrollment over the next decade, adding about

1,000

doctoral students and

2,000

master's students.

The new Graduate College will help:

- **CREATE** new interdisciplinary degrees and research opportunities
- **ENHANCE** recruitment of students, especially those from diverse backgrounds
- **OFFER** more competitive financial packages to allow students to focus on their studies
- **STRENGTHEN** student supports, such as mental health and housing
- **ELEVATE** undergraduate excellence by opening new avenues for teaching and research



BUILDING AN ENVIRONMENT OF INCLUSIVE EXCELLENCE

THE UNIVERSITY OF DELAWARE is continually building a more diverse community—more students and faculty from racial and ethnic minority groups, more first-generation and low-income students, greater diversity of perspectives, backgrounds and more. Everyone at UD helps make this a vibrant and exciting community. We want every student to feel at home here and to succeed here. Even as we continue to make progress, we are committed to always doing better.

GROWING FACULTY DIVERSITY

60%

New faculty
who are women

15%

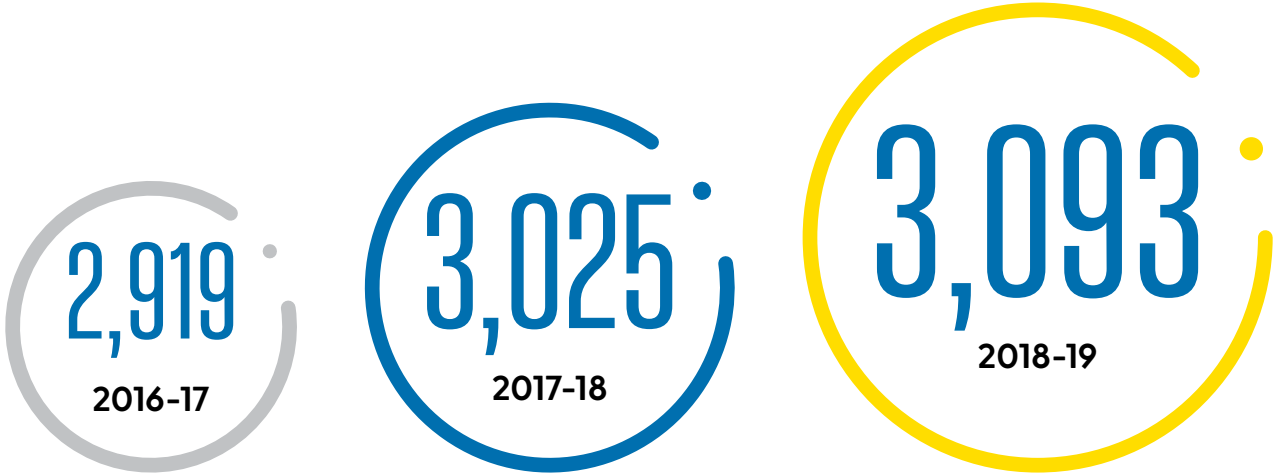
New faculty from
underrepresented
minority groups



Junior **GUSTAVO HAISSER SILVEIRA** (right) and postdoctoral fellow **BRIAN SETZLER** collaborate on a CO₂ sensor that's derived from fuel cell technology.

A MORE DIVERSE UNDERGRADUATE COMMUNITY

Students from underrepresented minority groups





Cultivating diversity in graduate education

As graduate education expands at the University of Delaware, an increasingly diverse student population is bringing unique perspectives that enrich our whole community.

For example, the Bill Anderson Fund—based in UD’s Disaster Research Center and named for a pioneering scholar—helps

students who are historically underrepresented in disaster studies by providing mentoring, networking and professional development to strengthen the pipelines of future researchers, practitioners and policy makers.

“Minority communities are often disproportionately exposed to risk in disasters and suffer disproportionately when disasters occur,” said DRC co-director Tricia Wachtendorf. “That’s why it’s important to have scholars from those historically underrepresented segments conducting research and playing an active role in policy decisions.”

Philanthropy supports students like Susan Gachara of Kenya (pictured), who is researching ways to diagnose plants infected with maize lethal necrosis, which threatens food crops in her country. About 1,300 students come from around the world for graduate studies at UD.

25%

Increase in U.S. graduate students from underrepresented minority groups since 2016

UD recognized for progress in building diversity

For the second year in a row, the University of Delaware received the Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine.

The national honor recognizes UD’s dedication to enhancing diversity and inclusion through creation of staff positions, programming, training, scholarships and community-based partnerships focused on attracting, retaining and valuing underrepresented staff, faculty and students. Also, UD recently launched a Student Diversity and Inclusion Advisory Board to guide our efforts, and a multicultural center in a new or renovated space is being considered.

“Inclusive excellence isn’t an ‘add-on’ or a ‘nice-to-have’ at UD,” said Carol Henderson, Vice Provost for Diversity. “It’s absolutely fundamental to our educational mission. The principles of diversity, equity and inclusion help prepare students to succeed and help them address our society’s most complex challenges.”

 Read more: udel.edu/diversity



Spectrum Scholars: Promoting neurodiverse talent in the classroom and the workplace

Innovation drives the future, and neurodiversity can help drive innovation.

That’s the vision behind the University of Delaware’s new Spectrum Scholars program for students with autism. By seeing neurological differences as part of the typical range of human mental ability—what scientists call neurodiversity—we’re helping talented students succeed in the classroom and preparing them for meaningful careers, especially in the computer sciences.

Starting in fall 2019, the Spectrum Scholars program will offer coaching in academics, social relationships, career services and life skills, as well as peer mentoring and internship programs. About 35 students will pursue bachelor’s degrees through the Spectrum Scholars program. It is backed by a 10-year, multimillion-dollar commitment from JPMorgan Chase; while students may intern and eventually work there, they can pursue opportunities anywhere.

 Discover more: cds.udel.edu/spectrum-scholars



Veterans enrich UD through service

A growing community of veterans is bringing unique backgrounds and perspectives to the University of Delaware campus.

“Veterans embody the ideals of service and commitment, and UD shares those values, so we want to support our veterans as

students,” said Brooks Raup, a former Army intelligence analyst who is now UD’s veterans services coordinator.

UD is recognized as a Top 10 Gold Military Friendly school by VIQTORY, a media company that connects the military community with civilian opportunities.

Also, Blue Hen Veterans is one of the most active student organizations at UD, advocating for veterans and serving the entire community.

“We’re honored to give student veterans and students at UD an opportunity to join us in serving the community through events like cleaning up Delaware Veterans Cemetery and planting flags on The Green for Veterans Day,” said Blue Hen Veterans President Jung-Ik Cho.

 Learn more: bluehenveterans.org

219

Students enrolled in UD’s Army and Air Force ROTC programs, a record high

235

Undergraduate and graduate student veterans, up 16% since 2016



STRENGTHENING INTERDISCIPLINARY AND GLOBAL PROGRAMS

THE GREATEST CHALLENGES cross national borders and academic boundaries, so we address them from an interdisciplinary and global perspective. Strong investments—including creation of the new Graduate College—are enhancing collaboration, advancing our scholarship and connecting undergraduate students to life-changing research opportunities. We are strengthening our partnerships around the world and bringing the world to the University of Delaware by connecting a growing body of international students to our welcoming campus.

INTERNATIONAL UNDERGRADUATE ENROLLMENT CONTINUES TO CLIMB

Contrary to broad trends in higher education, UD is seeing [growth in international applications and enrollment](#). A new global recruiting push is helping to keep the momentum going.



743

2016-17



876

2017-18



954

2018-19



Art Conservation Chair
DEBRA HESS NORRIS
teaching photograph
restoration in Jordan.

Collaborating to preserve our global heritage

Cuba. Cambodia. Sudan. These are just a few of the places where students and faculty from the University of Delaware's world-renowned Art Conservation graduate program have worked recently to preserve priceless cultural objects. The program—a partner with Winterthur Museum—combines the fields of studio art, art history and chemistry. Closer to home, Art Conservation students have restored precious family photographs salvaged from Texas floods and a devastating house fire in Ohio.



World Scholars expands to give students unique global education

Living abroad during their first freshman semester is just the beginning for the University of Delaware's World Scholars. They live alongside our international students as sophomores, embark on a second study-abroad as juniors and cap it off with a global symposium as seniors.

"The first month in Madrid [as a freshman], I felt like I had known my classmates for years," said Luke Chalmers, a Class of 2020 history major who is studying in Rome as a junior. "I saw things I thought I'd only see in a textbook."

Already established in Spain, Italy and New Zealand, the program will add Greece in fall 2019.

UD has long been a pioneer in global education: We invented study-abroad programs in 1923 when Professor Raymond Kirkbride, a World War I veteran, led a group of UD students to France to promote cross-cultural understanding. Today, a third of UD students go abroad for education, research or service in more than 40 countries.

Harnessing information at the new Data Science Institute to advance health, business and more

Cathy Wu (pictured) is a global expert in bioinformatics—the use of computers to make sense of biological data—which makes her the perfect choice to lead the University of Delaware's new Data Science Institute.

Launched in 2018, the Institute will combine disparate, dynamic and distributed datasets to better understand and predict complex systems so we can address society's challenges in personalized medicine, energy use, financial services, education, communication and more.

The Data Science Institute is part of a broader initiative to build expertise in the field. UD is



adding data-focused faculty in astrophysics, geospatial analysis, neurology, information theory and more. Also, a new master's program in data science allows students to tailor their curriculum to focus on engineering, natural sciences, social sciences, economics, education or other fields.

 [Learn more: dsi.udel.edu](https://dsi.udel.edu)



Biden teams with alma mater to tackle social and policy challenges

The newly named Joseph R. Biden, Jr. School for Public Policy and Administration is the University of Delaware's latest initiative to carry on the legacy of the Class of 1965 graduate and 47th Vice President of the United States.

The Biden School, along with UD's Biden Institute, reflects our commitment to developing research-based policy solutions to the challenges of civil rights, criminal justice, violence against women, the environment and more. Biden frequently moderates campus discussions with distinguished speakers, and his call for new ideas to revitalize the middle class brought hundreds of researchers and policy experts to UD last fall.

The work honors the value of public service that Biden learned as a UD undergraduate. "All my professors talked about how being a politician was the noblest undertaking you could pursue," he said. "I want to be for the students here what the faculty was for me."

 Learn more: bidenschool.udel.edu



FOSTERING A SPIRIT OF INNOVATION AND ENTREPRENEURSHIP

BY ADOPTING THE MINDSET of innovators and entrepreneurs, we see obstacles as opportunities, think of answers instead of excuses and imagine possibilities instead of dwelling on limitations. Throughout the University of Delaware, faculty seek innovative answers to the great challenges of society, and students learn to weave entrepreneurial principles into every aspect of their education. This spirit of engagement and partnership is essential in fulfilling the University's role as an economic driver for the state and nation.

.....



Horn Entrepreneurship
now offers

**9- AND
10-CREDIT**

certificates for students
in any major to learn
design, leadership,
product development
and other skills.





JENNIFER MANTLE, NIIMBL's regulatory committee coordinator, at work in the laboratory at UD.

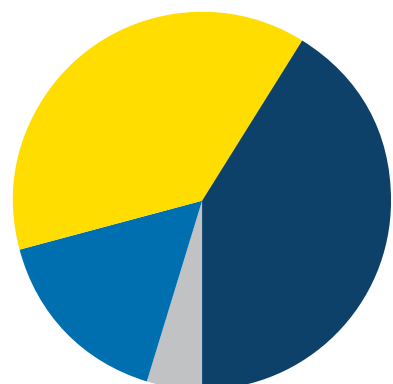
A NIIMBL approach to making modern medicines

Biopharmaceuticals—medicines produced from living cells—are revolutionizing health care, but producing them safely, quickly and efficiently remains a challenge.

Enter the National Institute for Innovation in Manufacturing Biopharmaceuticals, or NIIMBL. Headquartered at the University of Delaware and supported by the U.S. Department of Commerce, NIIMBL is a national partnership of 120 universities, community colleges, corporations, government agencies and nonprofit organizations that is collaborating on better ways of making these life-saving medicines. NIIMBL is one of 14 Manufacturing USA institutes.

NIIMBL and UD's related resources will be based in the Ammon Pinizzotto Biopharmaceutical Innovation Center at UD's Science, Technology and Advanced Research (STAR) Campus.

\$435 MILLION INVESTMENT IN BIOPHARMACEUTICALS



- \$180M from NIIMBL partners**
(including \$12.5M from State of Delaware)
- \$165M from UD for facility**
(including \$50M+ from philanthropy)
- \$70M from U.S. Dept. of Commerce for NIIMBL**
- \$20M from UD for faculty and equipment**

Innovation with impact

Multitouch smartphone screens ... pioneering solar energy technology ... new insights into child learning ... a Nobel-winning discovery that enables modern medicines, electronics and genetic research—all of these innovations and many others got their start at the University of Delaware. Our scholars continue this legacy of impactful research today. A few recent highlights:

Developed at UD, nanoscale research with polymer membranes could lead to **safer and more efficient lithium-ion batteries** for electronic devices. The innovation would enable flexible computer screens.



What do ducks hear?
UD research to answer that question—covered by *The New York Times*—could enable a new pinger system that deters ducks from getting caught in fishing nets.



Shear thickening fluid, invented at UD, gives Reebok’s new PureMove Bra movement-reactive qualities. The innovation was featured by *Popular Science*’s Best of What’s New and *TIME*’s Best Inventions 2018.




The Move to Learn Innovation Lab creates **adaptive clothing and wearable technology** for people with mobility challenges. For children, the garments help them explore and learn about the world.



After nearly 75 years at the bottom of the Bering Sea, the remnants of the **World War II destroyer USS Abner Read** were discovered by UD researchers and partners, offering closure to the families of 71 sailors.



A **biodegradable shoe** made from mushrooms, chicken feathers and textile waste—developed by two Fashion and Apparel Studies students—was featured at the National Sustainable Design Expo.

 Learn more: research.udel.edu

Delaware Innovation Space advances science-based entrepreneurs

A new business incubator—created by the University of Delaware, the State of Delaware and DuPont—is unlocking new opportunities for entrepreneurs.

Delaware Innovation Space at DuPont’s historic Experimental Station near Wilmington has quickly become the go-to space for wet-bench start-ups and growing companies in chemistry, materials science and pharmaceuticals. The incubator is already home to 11 companies employing more than 200 people.

One company is W7Energy, founded by Professor Yushan Yan to develop next-generation materials enabling zero-emission fuel-cell vehicles at significantly lower total cost. W7Energy recently won UD’s inaugural FastPass Award, which provides operational and financial support worth \$50,000.

 Learn more: deinnovates.org



Nuvve drives UD invention to global market

Invented at the University of Delaware, vehicle-to-grid technology lets electric cars store energy and later feed it back to the power grid, providing energy-balancing services as more wind and solar energy comes online. A new licensing partnership with Nuvve Corp. is now taking

this innovation around the world, with “V2G” cars in service in Denmark (pictured), the Netherlands, the United Kingdom and France, as well as Delaware.

As Nuvve embarks on demonstration projects in California and Japan, UD research continues to make the technology more widely accessible. A 2018 patent awarded to inventor Professor Willett Kempton and his colleagues will advance electric-vehicle station equipment for grid-integrated vehicles.

The long-term relationship with Nuvve is an example of how UD’s Office of Economic Innovation and Partnerships focuses on transforming our intellectual property into more engaging, interactive and sustainable opportunities.



STAR CAMPUS: AN EMERGING COMMUNITY OF INNOVATORS

Twenty-first century research universities must be intellectual intersections ... hubs of innovation sparked by cutting-edge discovery ... economic engines fueled by an urgent commitment to transform new knowledge into positive impact on the world. At the University of Delaware, a key part of this inspiring vision is our Science, Technology and Advanced Research (STAR) Campus.

Adjacent to UD's main campus and situated between I-95 and the Northeast rail corridor, the STAR Campus is rising on the site of a former vehicle-assembly plant. It seamlessly combines original research with top-notch academics, high-quality health care services and thriving businesses in a growing community of innovators and entrepreneurs.

In the **Health Sciences Complex (1)** and the **Tower at STAR (2)**, the community's health needs both guide and benefit from our teaching and research.

Soon, we'll open the **Ammon Pinizzotto Biopharmaceutical Innovation Center (3)**, combining UD's extensive resources in this exciting field with the new headquarters of the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL).

Also, **Chemours (4)** will locate its global research-and-development operation in its new Discovery Hub on the STAR Campus, bringing internship and research opportunities for UD students.



By the end of 2020,
the STAR Campus
will have more than
**1 MILLION
SQUARE FEET**
of teaching, research,
industrial and
clinical space.

And the expanded, modern Newark Regional Transportation Center will connect more entrepreneurs, scholars and visitors to the STAR Campus via Amtrak and regional rail.

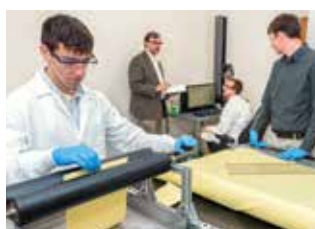
UD is evaluating proposals for the STAR Campus that include a hotel and conference center where hospitality-management students can work and learn, housing for graduate students and their families, and facilities that develop new technologies in self-driving vehicles, clean energy, financial services and much more.

 Learn more: udel.edu/star

HAPPENING ON THE STAR CAMPUS



A **new virtual reality “cave”** lets researchers study how neurological impairments affect balance, ultimately to develop effective treatments.



DTP@STAR, an incubator related to Delaware Technology Park, provides wet labs, shared space and business advice to help start-ups grow.



More than 5,000 patients were served last year by UD’s public clinics—Physical Therapy Clinic, Nurse Managed Primary Care Center and Speech-Language-Hearing Clinic.



INVESTING IN OUR INTELLECTUAL AND PHYSICAL CAPITAL

WE VALUE GREAT PEOPLE, and we are committed to providing them with equally great spaces to inspire and enable their best work. Our excellent faculty is growing, especially in signature areas of strength, to deliver the education our students want and need for their success. We are continually renewing and expanding our physical resources, so students have unique hands-on learning experiences and faculty have modern research and teaching tools to continue innovating for the future.

EXPANDING AND REVITALIZING OUR FACULTY


The University of Delaware is on track to **add 250 net new faculty** over five years. At a total of 1,500, a third of the faculty will be new to UD, adding fresh perspectives to our distinguished ranks.



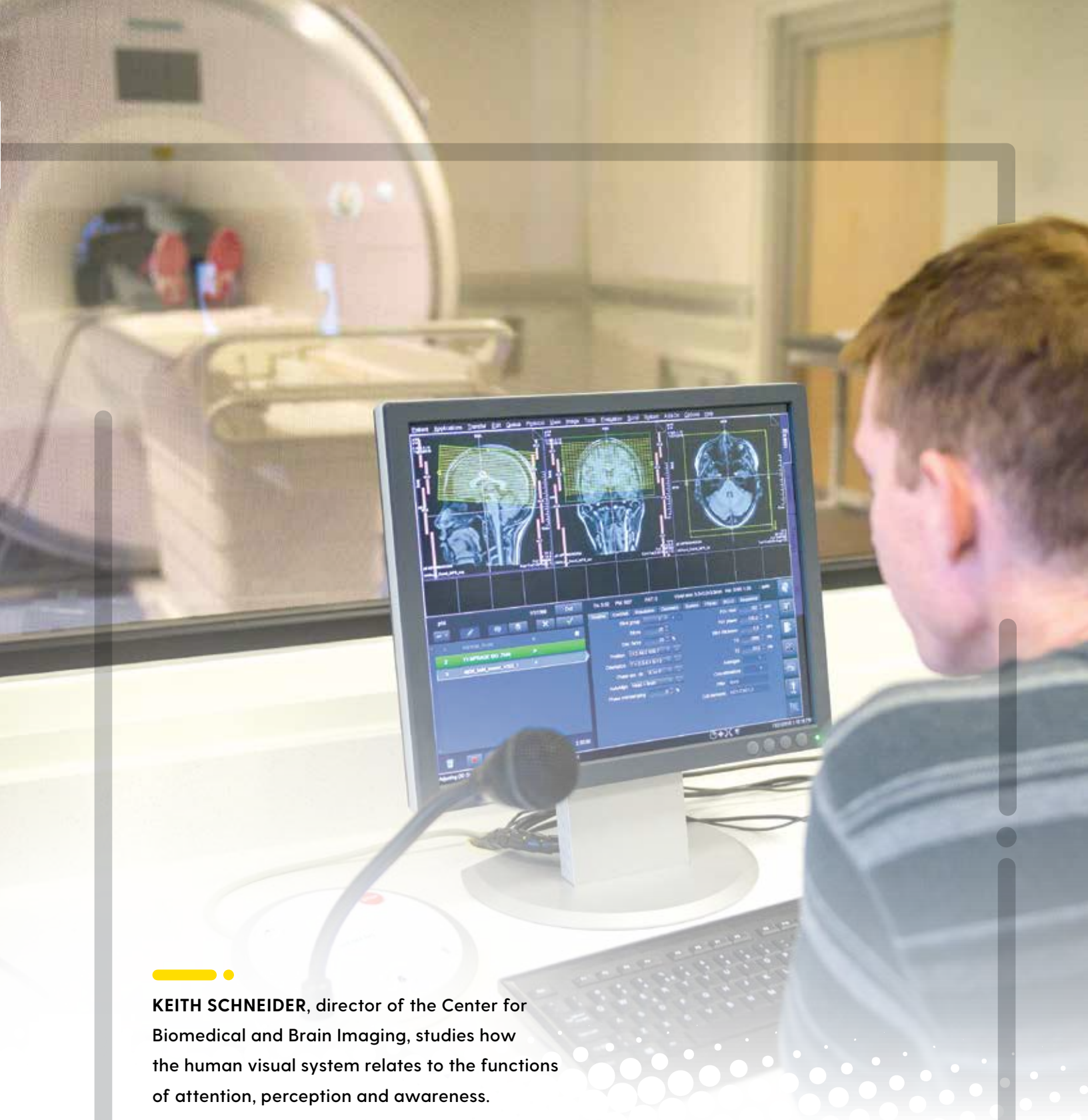
1,256
2016-17



1,306
2017-18



1,356
2018-19



KEITH SCHNEIDER, director of the Center for Biomedical and Brain Imaging, studies how the human visual system relates to the functions of attention, perception and awareness.

New MRI advances UD research in life sciences

A powerful new MRI scanner in the University of Delaware’s Center for Biomedical and Brain Imaging is helping researchers make discoveries in life sciences, biomedical engineering, nanotechnology, energy and more. The small bore 9.4-Tesla MRI enables researchers to acquire unprecedented images, a capability only available at a handful of other universities in the nation.

The new instrument joins a 3-Tesla MRI scanner installed in 2016 that enables researchers to study the human brain and body structure and function in stunning detail.

By investing in this core facility, UD is advancing the important work of our own researchers and those of our partner institutions.

Humanities scholars illuminate the African-American experience

The University of Delaware is a top institution in African-American history and material culture, thanks to a recent faculty expansion and the groundbreaking work of our professors.

Three new faculty members have been added to our Department of Africana Studies, focusing their research on theology, history and art. They join distinguished faculty like Professor Gabrielle Foreman, whose innovative Colored Conventions Project enlists the public’s help in documenting the earliest days of our nation’s civil rights movement, stretching back to the 1830s.

Also, Professor Tiffany Gill (pictured) inspires her students to explore the fascinating history of 20th century African Americans and women.

“I believe that the people that I research, teach and write about deserve nothing less than work that is excellent,” said Gill, who is UD’s inaugural Cochran Scholar, an honor established by a longtime trustee and his wife to recognize scholarship that reflects excellence, creativity and a commitment to inclusiveness.

 Learn about UD’s ground-breaking Colored Conventions Project: coloredconventions.org



RESEARCH PARTNERSHIPS STRENGTHEN UD’S EXPERTISE AND IMPACT

New and renewed funding is helping the University of Delaware make an even greater impact on the environment, energy, health and more.



Access to

\$140 MILLION

from the U.S. Energy Department and partner institutions as a leader in **Rapid Advancement in Process Intensification Deployment (RAPID)**, one of 14 Manufacturing USA institutes, to boost energy productivity and efficiency and decrease environmental impacts



\$12.8 MILLION

from the U.S. Energy Department for UD’s **Catalysis Center for Energy Innovation** to turn biomass into chemicals and fuels



\$25 MILLION

from the National Institutes of Health and the State of Delaware for the UD-led **Delaware Center for Translational Research ACCEL program** to develop the research infrastructure, professional workforce and programs to promote health in Delaware



\$23 MILLION

from the National Science Foundation and the State of Delaware for the UD-led **Delaware Established Program to Stimulate Competitive Research (EPSCoR)** to address clean water issues



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CELEBRATING THE UNIVERSITY OF DELAWARE'S REMARKABLE GROWTH: 2016: OCTOBER (1) DTP@STAR. 2017: FEBRUARY (2) Geltzeiler Trading Center, MAY (3) iSuite, (4) UDairy Creamery in Wilmington, AUGUST (5) Tower at STAR, OCTOBER (6) Ammon Pinizzotto Biopharmaceutical Innovation Center, DECEMBER (7) Chemours Discovery Hub. 2018: MAY (8) Newark Regional Transportation Center, DECEMBER (9) Whitney Athletic Center construction and Delaware Stadium renovation.

We envision a
UD campus that builds
on our strengths to...

- **CONNECT** people and places, promoting intellectual intersections that cut across our academic, research, residential, athletic and social lives
- **AMPLIFY** the impact of UD's interdisciplinary research and engagement in the community
- **TRANSLATE** UD's scholarship into expanded partnerships throughout the region

Campus Master Plan inspired by the power of place

Real growth isn't just putting up new buildings ... it's about making the right investments in the right places to expand access to knowledge, work across disciplines and strengthen connections between the University of Delaware and the community.

Through ongoing dialogue with key stakeholders, UD is developing a new Campus Master Plan to guide our growth over the coming decades. UD's unique opportunity is to seamlessly integrate our historic buildings around The Green—some dating to the 1700s—with the expansive Laird Campus to the north and the limitless potential of the South Campus and the Science, Technology and Advanced Research (STAR) Campus.

To realize this ambitious goal, we are already working to strengthen the campus core, strategically invest in key academic resources and develop our research enterprise on the South Campus and the STAR Campus.



DENNIS & ELENI ASSANIS (center) at the launch of the *Delaware First* campaign.

DELAWARE FIRST:

THE CAMPAIGN FOR THE UNIVERSITY OF DELAWARE

Tomorrow’s successes are only possible through today’s investments, so the University of Delaware has embarked on *Delaware First*, the largest fundraising and engagement campaign in our history. Inspired by our people and our purpose, we are committed to elevating the student experience and extending our impact on the world.

CAMPAIGN PROGRESS

\$690,124,078



84,323
Generous donors

94
Gifts of \$1 million or more

54
Donors matched the
\$5 million President’s
Scholarship Challenge

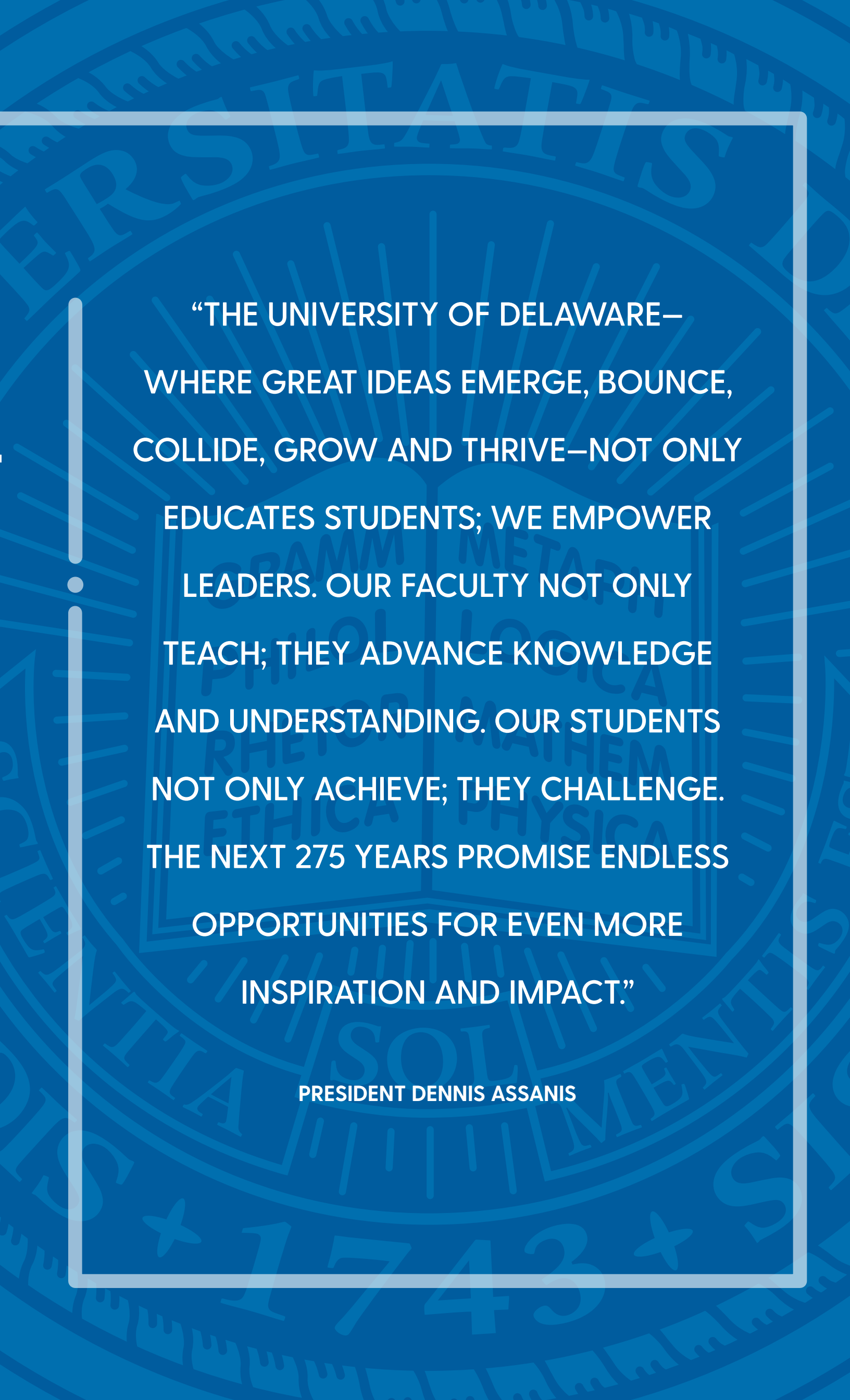
310
New undergraduate
scholarships

33
New professorships
and chairs

\$188 million
Added to
UD’s endowment



Learn more: delawarefirst.udel.edu

The background of the image features a large, faint watermark of the University of Delaware seal. The seal is circular and contains the text "UNIVERSITY OF DELAWARE" around the top edge and "1743" at the bottom. In the center of the seal is a shield with various symbols, including a book and a sun. The text of the quote is centered within a white rectangular frame that has a thin border and a small gap on the left side.

“THE UNIVERSITY OF DELAWARE—
WHERE GREAT IDEAS EMERGE, BOUNCE,
COLLIDE, GROW AND THRIVE—NOT ONLY
EDUCATES STUDENTS; WE EMPOWER
LEADERS. OUR FACULTY NOT ONLY
TEACH; THEY ADVANCE KNOWLEDGE
AND UNDERSTANDING. OUR STUDENTS
NOT ONLY ACHIEVE; THEY CHALLENGE.
THE NEXT 275 YEARS PROMISE ENDLESS
OPPORTUNITIES FOR EVEN MORE
INSPIRATION AND IMPACT.”

PRESIDENT DENNIS ASSANIS



Learn more at: udel.edu/president-report



@UDelaware

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