General Faculty Meeting

President Dennis Assanis

October 7, 2019

An Extraordinary University

Legacy of Innovation

Our Proud Past: We stand upon a strong legacy of innovation and powerful pursuit of knowledge that has helped define an extraordinary University.

Built for Connectivity

Our Vibrant Present: UD is evolving with momentum to align with a dynamic generation of "always on" engagement, innovation, technology, and global connectedness.

Empowering World Changers

Our Bold Future: With no time for complacency, we are reimagining the capabilities and opportunities of our institution and our people for transformative impact on the world.

UNIVERSITY OF DELAWARE.

The UD Story

Our Circle of Excellence

➢ Ensuring our great students, faculty & staff have what they need to succeed

➢ Delivering an innovative & dynamic education

➢ Promoting research & discovery to build a better world for all

People and Resources

Academic Experience

Outcomes and Impact
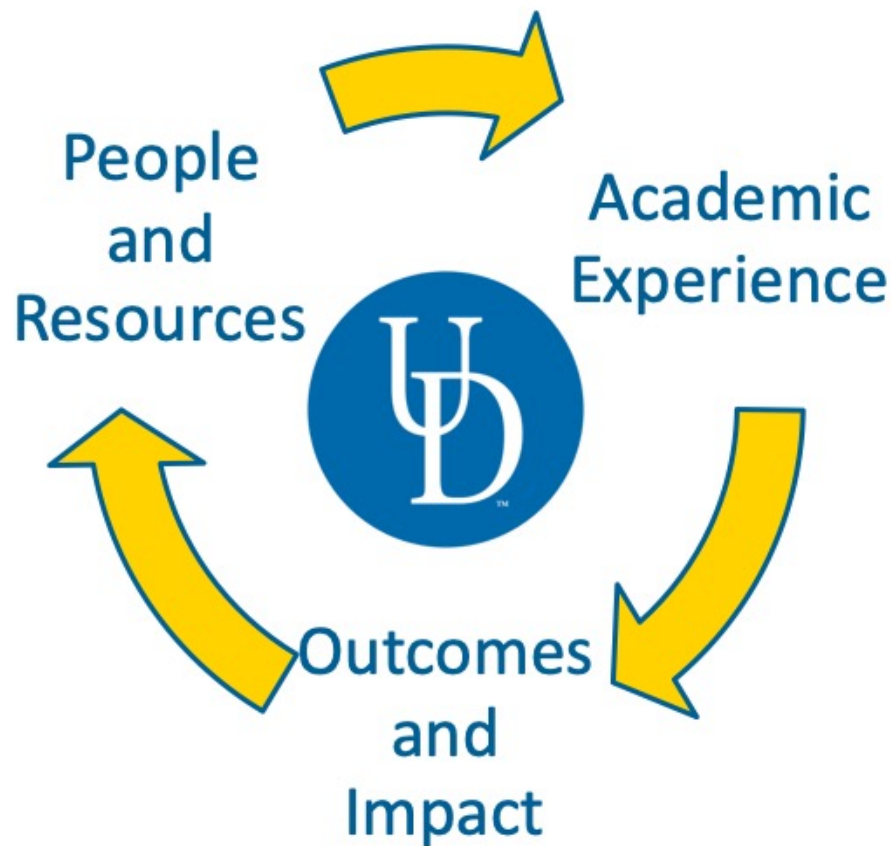
New students shape UD

Class of 2023

➢ 4,146 first-year students (Newark campus)

   ➢ Academically excellent — Average 1275 SAT and 3.8 high school GPA

   ➢ Largest class of Delawareans — 1,407

   ➢ The most diverse class — 723 underrepresented minority students

➢ Largest and most diverse Associate in Arts class — 471

➢ Largest group of transfer students — 552

Unique programs draw great students

Special Programs

➢ Avg. 1322 SAT; avg. GPA 3.98
- ➢ World Scholars — 121 in 4 countries
- ➢ Access:Ability Scholars — 45
- ➢ Community Engagement Scholars — 59
- ➢ Cybersecurity Scholars — 23
- ➢ Delaware Innovation Fellows — 60
- ➢ Grand Challenges Scholars — 42
- ➢ Delaware in DC — 30

Honors Program

- ➢ Largest enrollment — 636
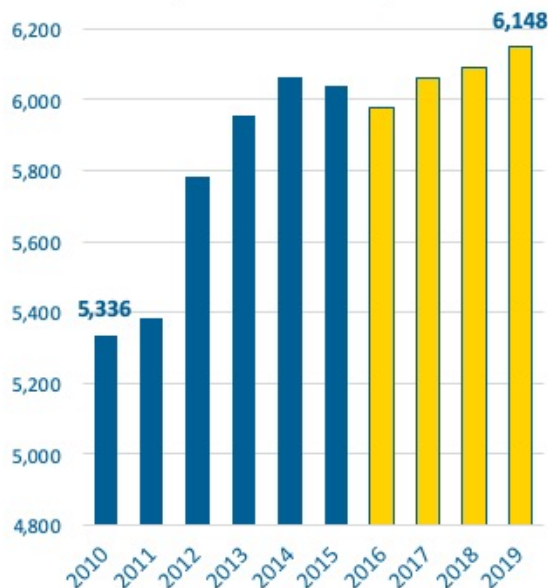- ➢ Avg. 1425 SAT; avg. GPA 4.13

Iris Perez-Mazariegos (left) and Johnny Perez-Gonzalez are **Community Engagement Scholars** who gathered stories last summer from members of the Latinx community in Sussex County.
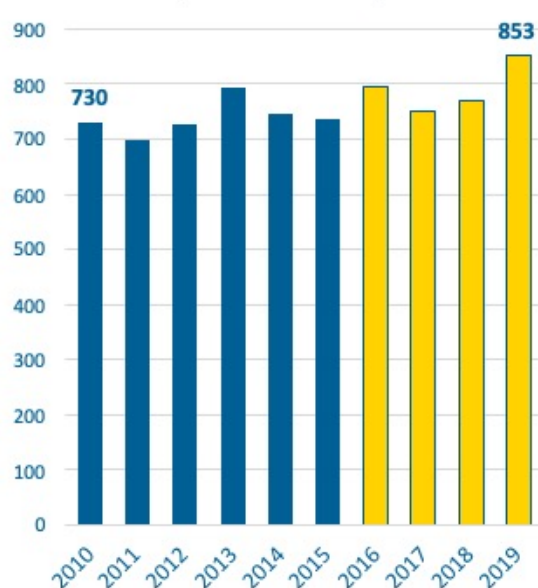
Growth in Delaware undergrads
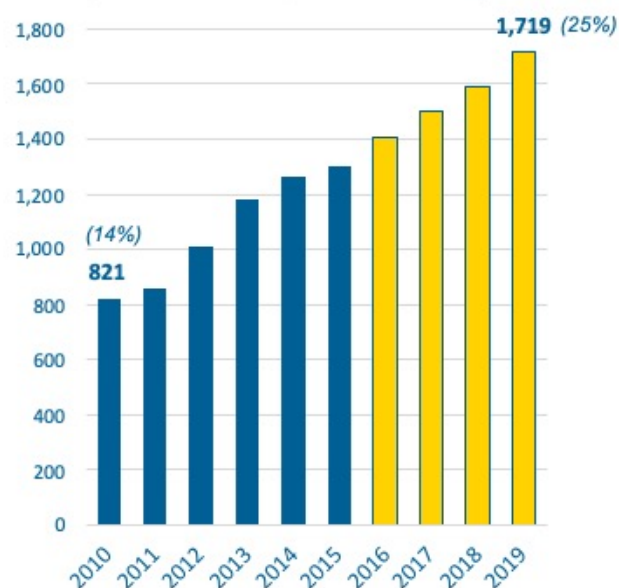

Newark Campus
(Full-time students)

5,336 ... 6,148

Associate in Arts Program
(Full-time students)

730 ... 853
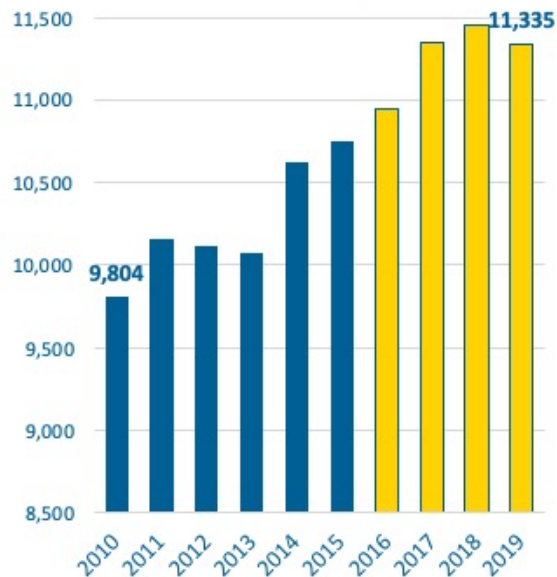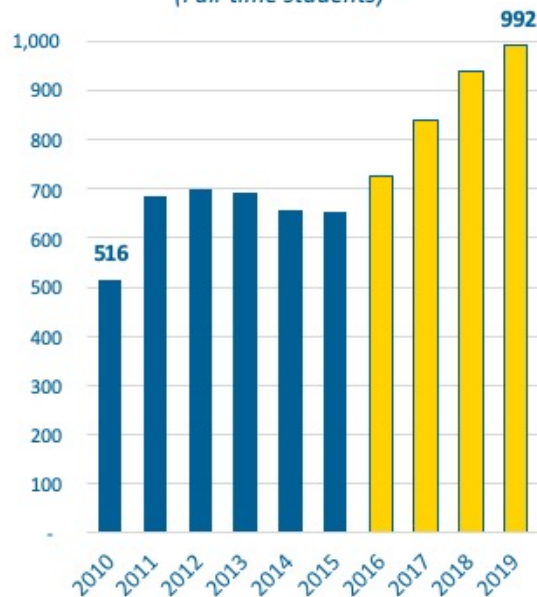
Underrepresented Minority
(Full-time students, Newark and AAP)

821 (14%) ... 1,719 (25%)

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Pell Grant recipients
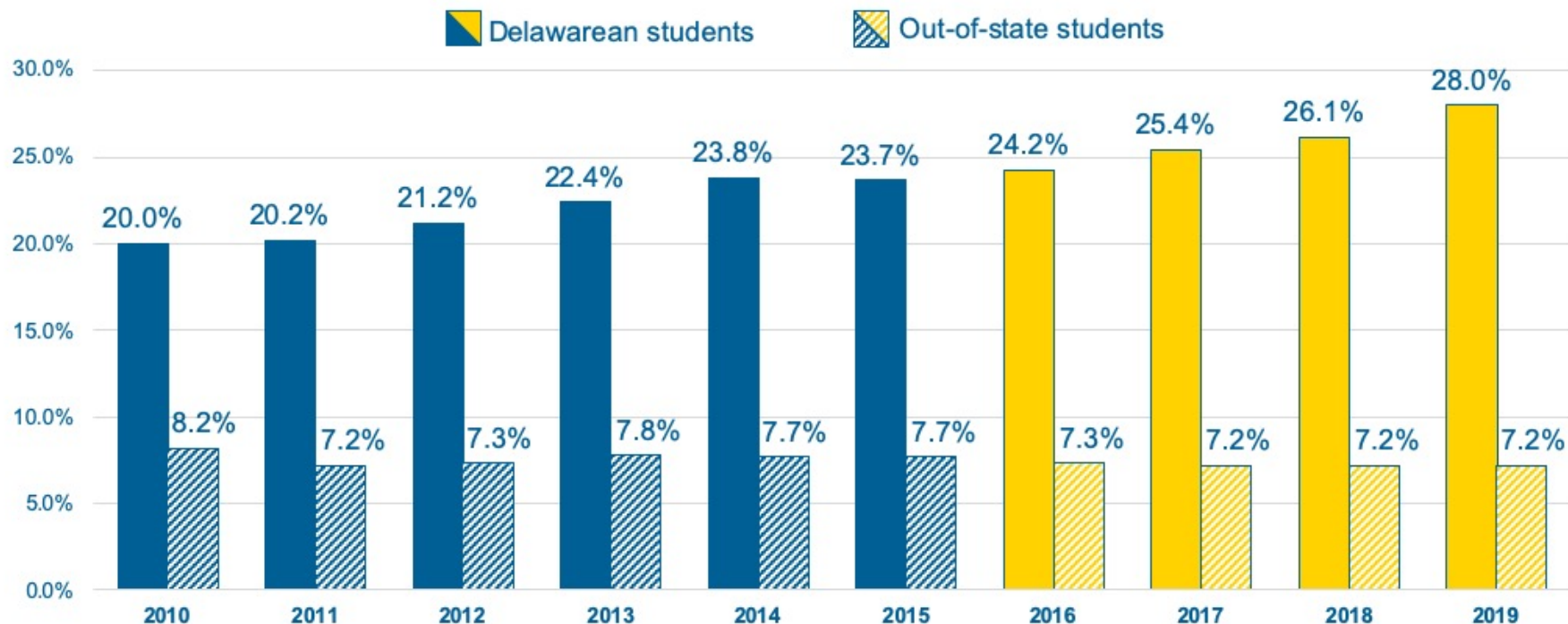
Fewer students from key feeder states

2001 through 2034 (actual and projection)

■ Public + private
■ Public only
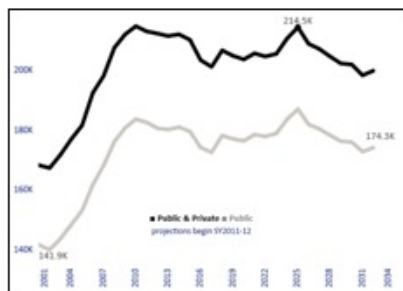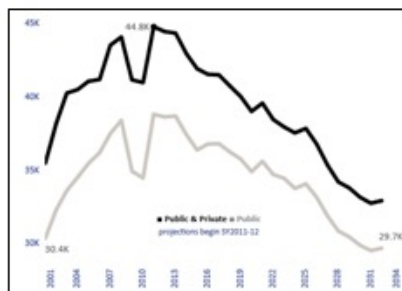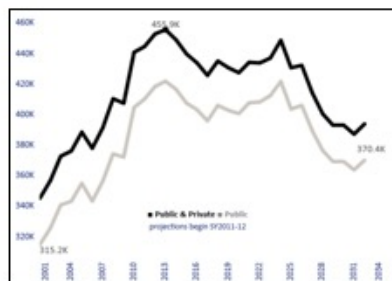
Reaching out internationally

Sources of international undergraduates
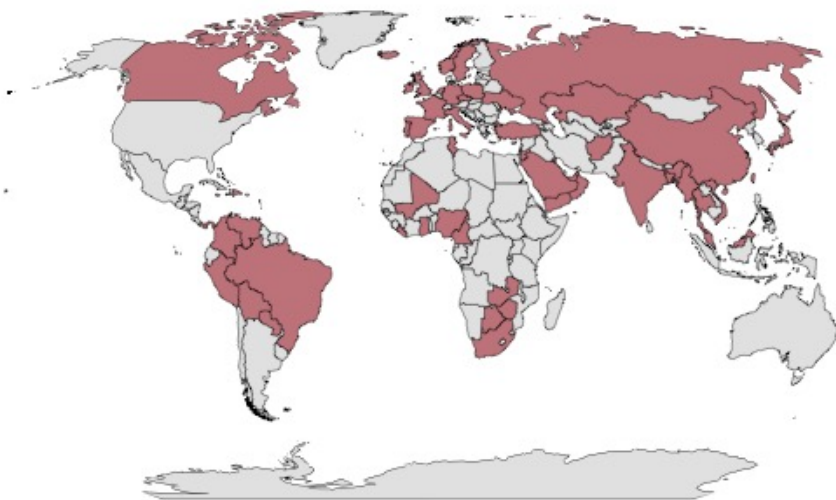
Powered by Bing
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Strategy to grow & diversify

➢ Increase undergrads by 1,000

➢ International admissions team visiting and recruiting in key markets in Asia, Latin America, Middle East, as well as niche markets in Africa and elsewhere

Top countries, 2018-19	
Undergrad	**Graduate**
China, 805	China, 554
India, 24	India, 140
Saudi Arabia, 19	Iran, 46
Malaysia, 8	Bangladesh, 43

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Graduate College

➢ Centralize and lead graduate education

➢ Attract, retain and support outstanding students, especially those from diverse backgrounds

➢ Increase professional development, mentorship, career services, peer support, and health/well-being services

➢ Develop new interdisciplinary degree/certificate programs

➢ Signal that UD is serious about and committed to graduate education

➢ Coordinate and strengthen fundraising

➢ Create more opportunities at UD for undergraduate research and learning

Graduate Enrollment
(Full- and part-time)

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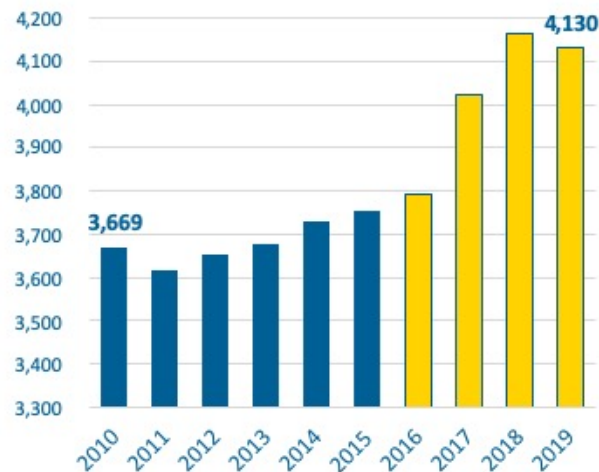
Building our intellectual capital

Full-time Faculty

Chart showing Full-time Faculty counts by year:
- 2010: 1,206
- 2011: ~1,218
- 2012: ~1,210
- 2013: ~1,205
- 2014: ~1,204
- 2015: ~1,208
- 2016: ~1,226
- 2017: ~1,276
- 2018: ~1,334
- 2019: 1,354
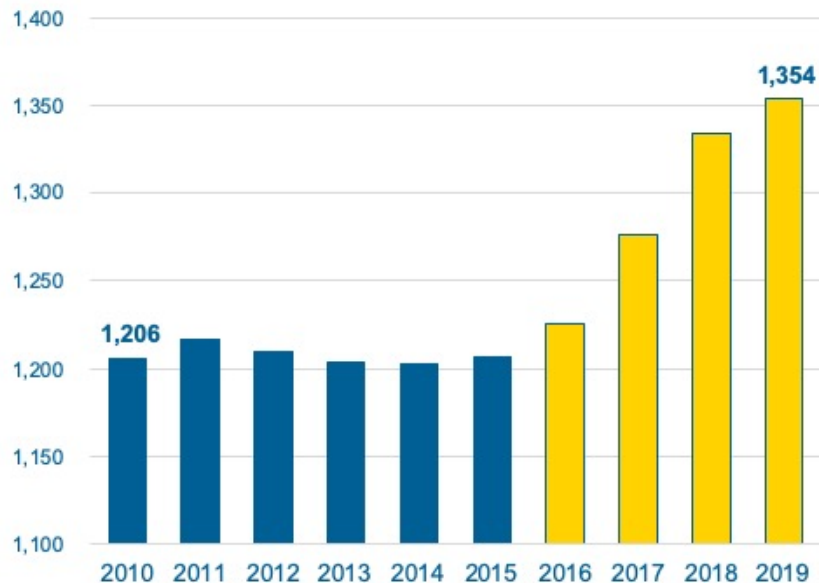
New Faculty Orientation, 2019

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Cluster hires strengthen faculty ranks

Data science
- 10 new faculty members hired
- Cluster search yielded combination of cluster and disciplinary hires
- Continuing search for 2 new faculty

Disaster research and education
- 3 new faculty members hired
- Continuing search for 2 new faculty

Coastal water security
- 2 new faculty members hired
- Continuing search for 2 new faculty

Biopharmaceutical discovery
- Continuing to negotiate with 1 potential hire
- Continuing search for 3 new faculty

Celebrating our outstanding faculty

Tanisha C. Ford
Africana studies and history
Named to The Root's list of the 100 most influential African Americans

Norman Wagner
Chemical & Biomolecular Engineering
Leading $11.8M NSF project to develop neutron spin-echo spectrometer for nationwide research

Salil Lachke
Biology
Five-year, $1.7M NIH grant to study genes related to eye disorders

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RESEARCH
MAGAZINE
Volume 8 · Number 1

DISRUPTORS

How UD is
sparking new ideas
to solve today's problems

INSIDE

THE BALTIMORE COLLECTION
Students unearth hidden truths
in historic Black photo archive
P. 8

ART IN SCIENCE
A popular exhibit provides a
glimpse into UD discoveries
P. 28

INNOVATION IN MOTION
UD startup partners with Reebok
to design a better sports bra
P. 31

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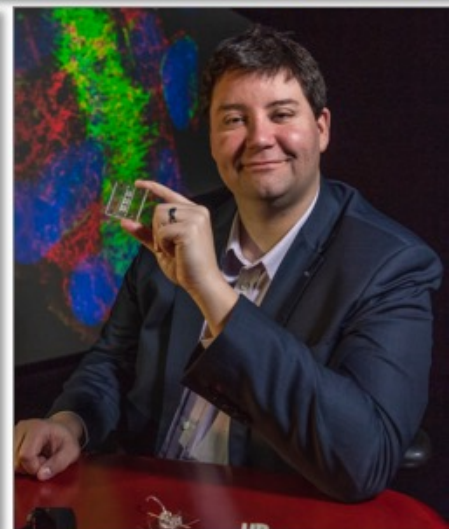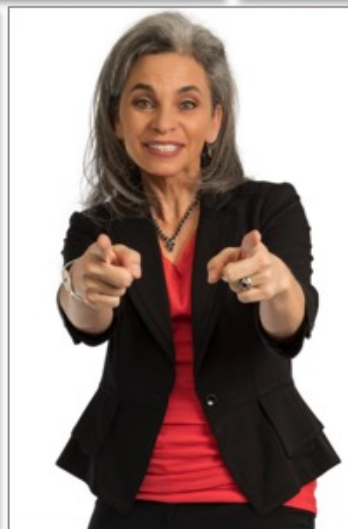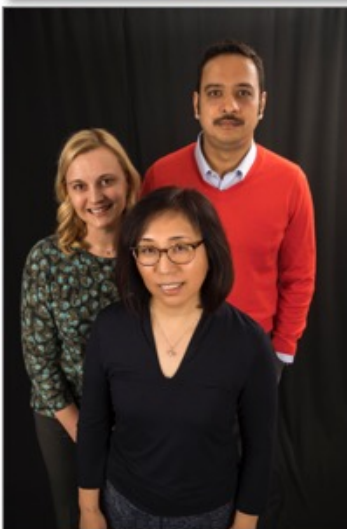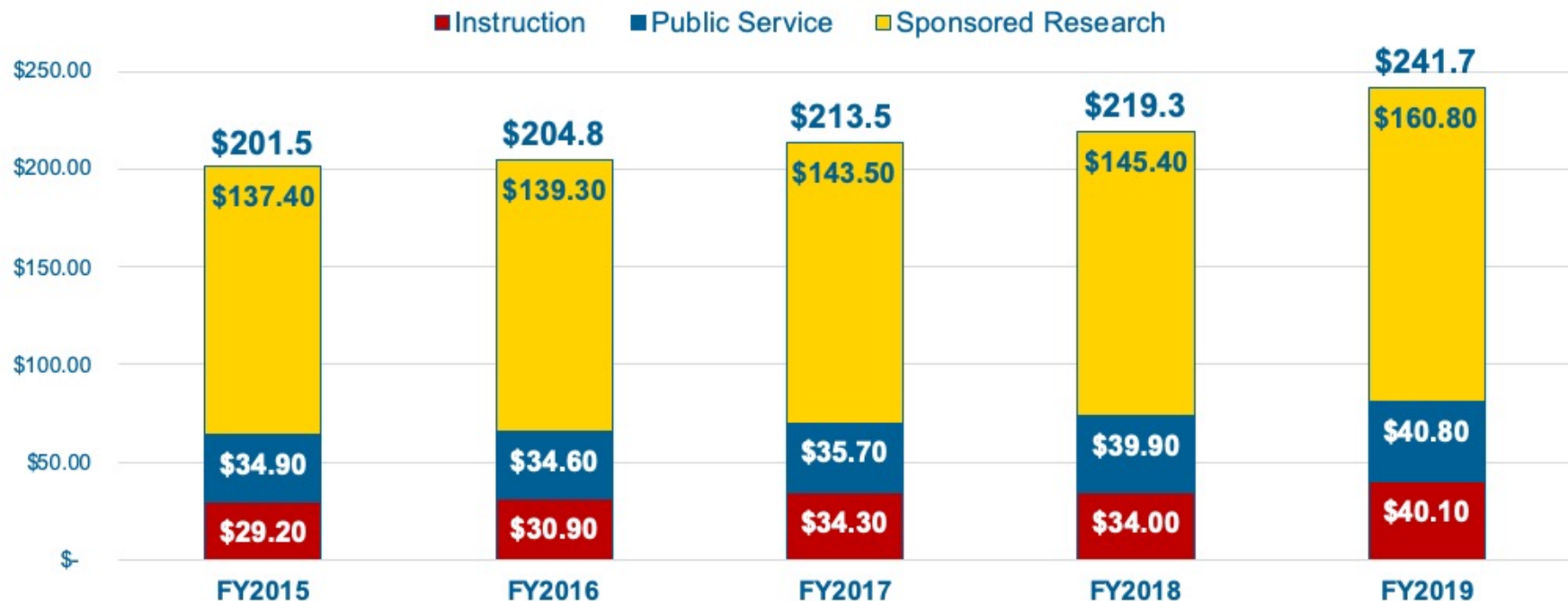
New administrative appointments

Gary Henry
Dean, CEHD

Rodney Morrison
VP, Enrollment
Management

Michael Vaughan
Interim Vice Provost,
Diversity & Inclusion

Searches underway

➤ Founding Dean,
Graduate College

➤ Inaugural Chief
Diversity Officer

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Hard-working staffers make UD run

Operating revenue

FY2010

- Other 6%
- Endowment 5%
- Research 19%
- Tuition & Fees 44%
- State appropriations 14%
- Housing & Dining 12%

FY2018

- Other 8%
- Endowment 4%
- Research 15%
- Tuition & Fees 51%
- State appropriations 10%
- Housing & Dining 12%

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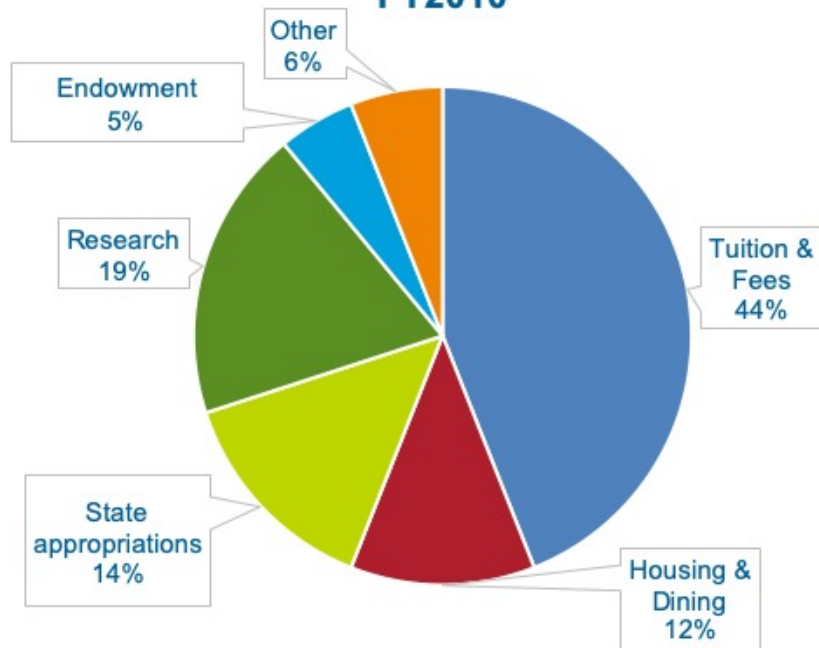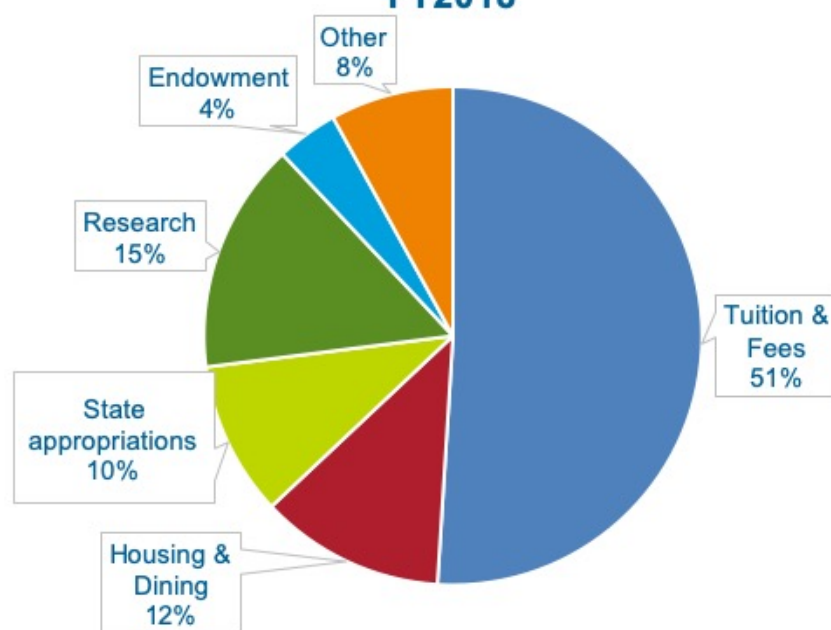
Investments yield consistent support

Investment Income as % of Total Revenue

University	Value
Texas A&M University System	
University of Virginia	
University of Pittsburgh	
University of Delaware	8.9%
Purdue University	
University of Michigan	
Michigan State University	
Pennsylvania State University	
University of North Carolina at Chapel Hill	
Ohio State University	
University of Minnesota	
Indiana University	
Iowa State University of Science & Technology	
North Carolina State University at Raleigh	
University of Utah	
Rutgers	
University of South Florida	
University of Arizona	
University of Illinois	
University System of Maryland	
Virginia Polytechnic Institute & State University	
University of Massachusetts	
State University of New York	
University of Connecticut	
Georgia Institute of Technology	

Axis: 0.0%, 2.0%, 4.0%, 6.0%, 8.0%, 10.0%, 12.0%

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Leaning more on endowment

Historical State Operating Appropriations as a Percentage of Operating Revenue

— State Operating Appropriations/Operating Revenue (LHS, percent)
— Endowment Spending Payout (RHS, $thousands)

UD Budget Model

Predictable Base *(FY17 actual)* **+** Undergrad Incremental Revenue **+** Paying Master's Incremental Revenue **+** F&A Incremental Revenue **+** Other Academic Total Revenue* **+** Strategic Pool Allocation **=** Hybrid Budget Allocation *(college)*
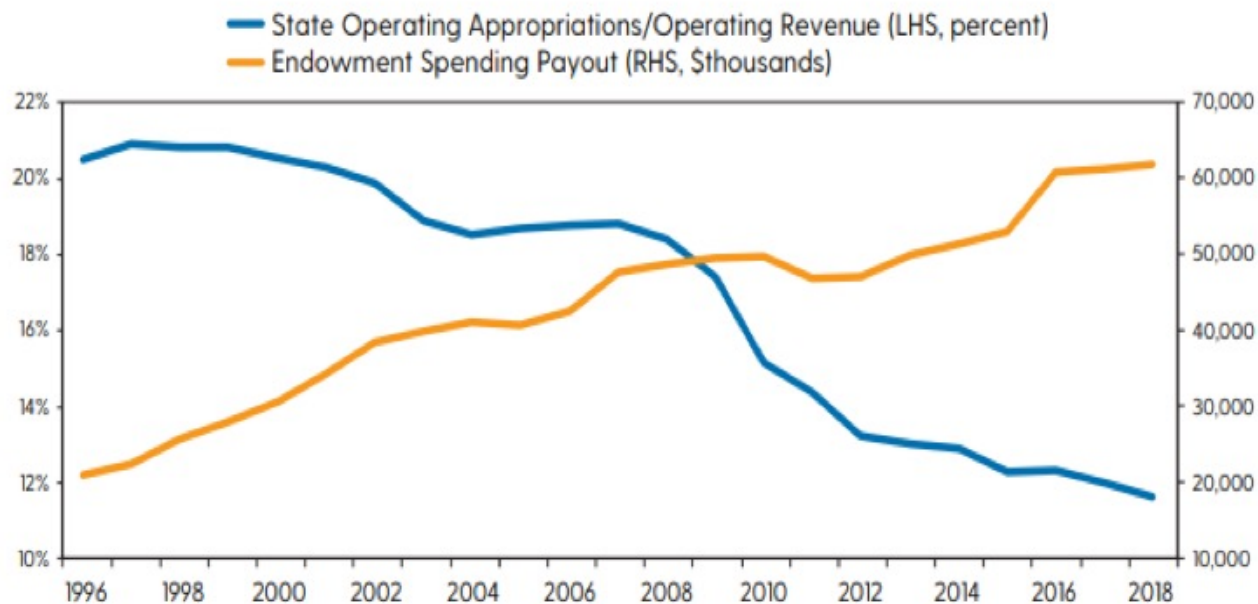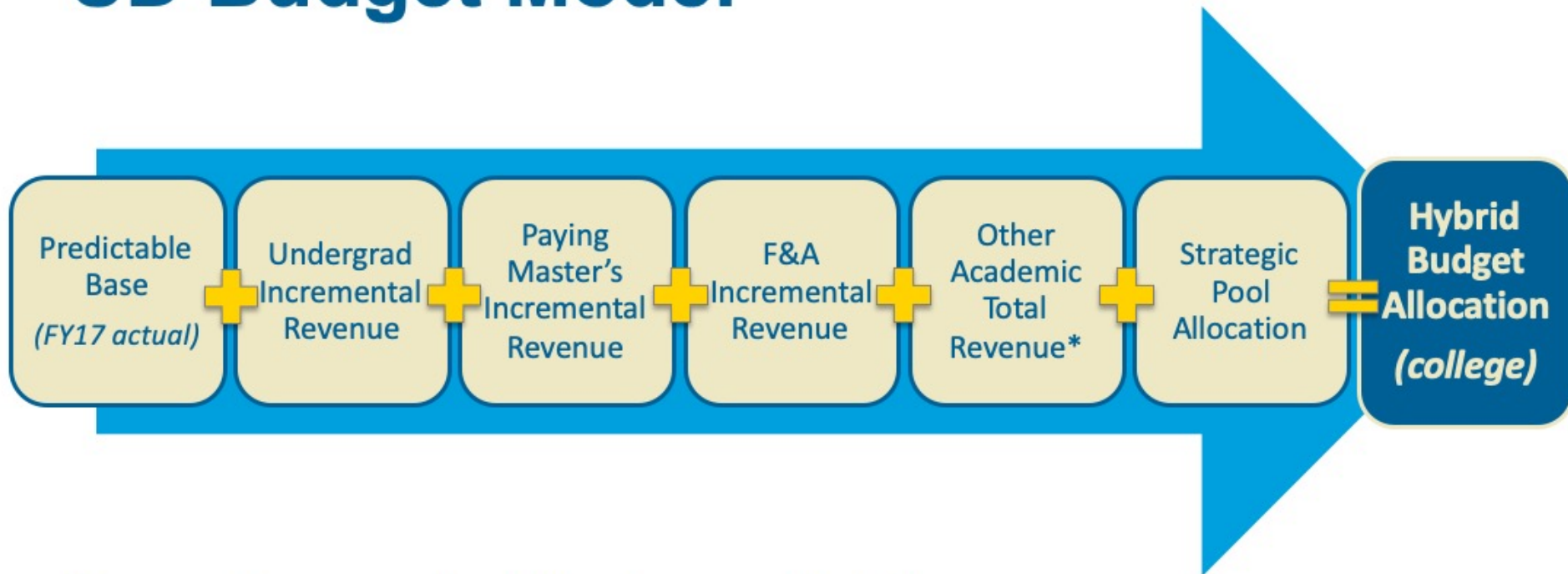
*Summer, winter, non-credit and other entrepreneurial activities

UD Budget Model — Framework

Recommended Minimums	Undergraduate Incremental Revenue	Paying Graduate Incremental Revenue	Special Academic Revenue (winter/summer sessions)	University Wide F&A Incremental Revenue - College/Depts.	University Wide F&A Incremental Revenue - Centers and Institutes
Metrics					
Student Head Count - major	25%	33%	0%		
Instructor College of Record - taught	75%	34%	100%		
Subject - course ownership	0%	33%	0%		
Distribution					
college	50%	25%	25%	35%	
department	0% *	12.5%	25%	10%	
program		12.5%			
centers/institutes					45%
PI				5%	5%
Arts & Humanities				2%	2%
Strategic Pool/Overhead	50%	50%	50%	48%	48%

Expenses for faculty are to be transacted at the college/department level.

* UG Incremental Revenue will not be distributed to departments; however, metric report results are to be shared with each department.

** Paying Masters Incremental Revenue and Special Academic Revenue will be distributed to departments based on Provost and Deans approval as it relates to the departments strategic plan. If no approved strategic plan is in place, the Dean will retain the funds in trust until a strategic plan is established.
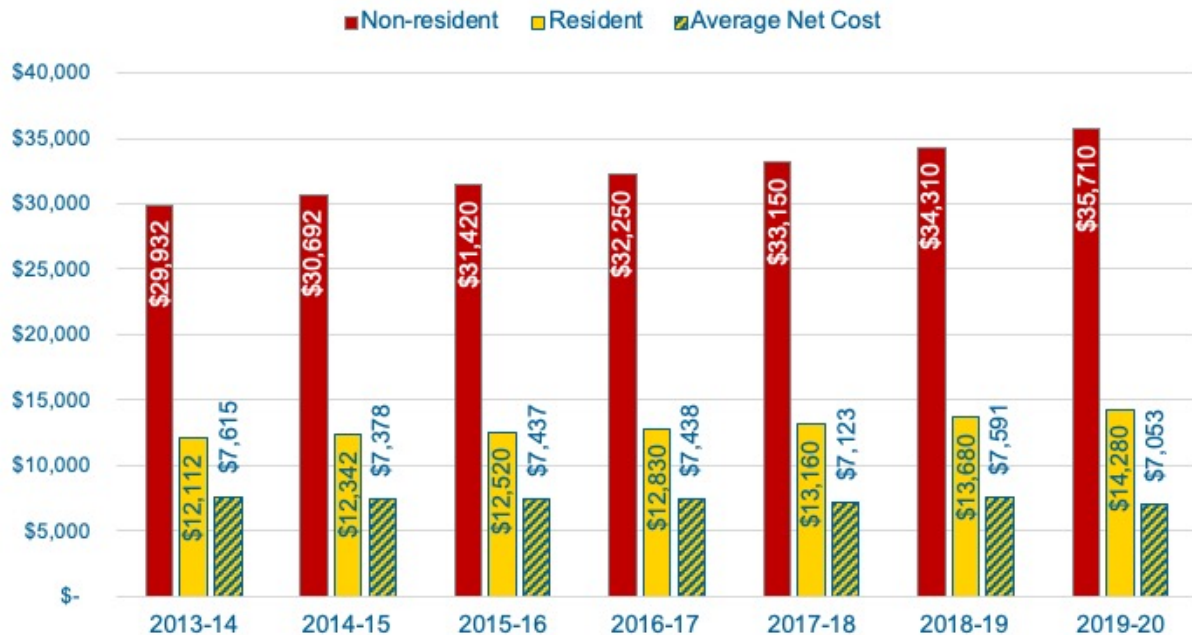
*** If a grant has multiple PI's, the department chair and lead PI will determine how funds will be distributed to co-PI's, if at all.

UD Budget Model — Timeline

May 13, 2019	Faculty Senate General Meeting – UD Budget Model presentation by President Assanis
July 1, 2019	UD Budget Model Implementation
September 26, 2019	Undergraduate Incremental Revenue metrics updated to reflect 75% ICOR; 25% Headcount (major).
October 7, 2019	Collective Deans meeting to discuss UDBM status and department level distributions
October 7, 2019	General Faculty Meeting
mid–late October 2019	Individual Deans meetings to discuss college/department resource distributions
Tentative date, to be confirmed **Oct. 2019 – Nov. 2019**	Faculty Senate Budget Committee Meeting Faculty Senate Executive Committee Meeting
Tentative date, to be confirmed **November 20, 2019**	Chairs Caucus Meeting
End of FY20 Fall Semester	Draft White Paper released to Deans for review
December 2019	1st College/Department Resource Distribution

Renewing our Delaware Promise

Objectives:

➢ Make financial aid simple to understand, assuring families that UD will be accessible and affordable when their children are ready to attend

➢ Attract and retain Delawarean students to UD

➢ Keep more graduates in Delaware so they contribute to state workforce and economy

➢ Continue increasing UD's diversity and social mobility in alignment with institutional goals

Our proposal:

➢ Cover full tuition and mandatory fees for Delaware students whose family incomes are below $61,000, and laddered support above that

'Finish in Four' initiative

Growth of advising resources

➤ Blue Hen Success now available to all undergrads
➤ January through July
  ➤ 22,000+ advising interactions with 11,500+ students
  ➤ 900+ faculty/advisors/tutors — 10% increase since Fall 2018
➤ Fall semester so far
  ➤ 1,500+ tutoring appointments scheduled
  ➤ 8,500+ advising interactions

On track for on-time graduation

■ 30+ credits in first year   ■ 60+ credits in first two years

	2016-17	2017-18	2018-19
30+ credits in first year	57%	61%	65%
60+ credits in first two years	62%	67%	
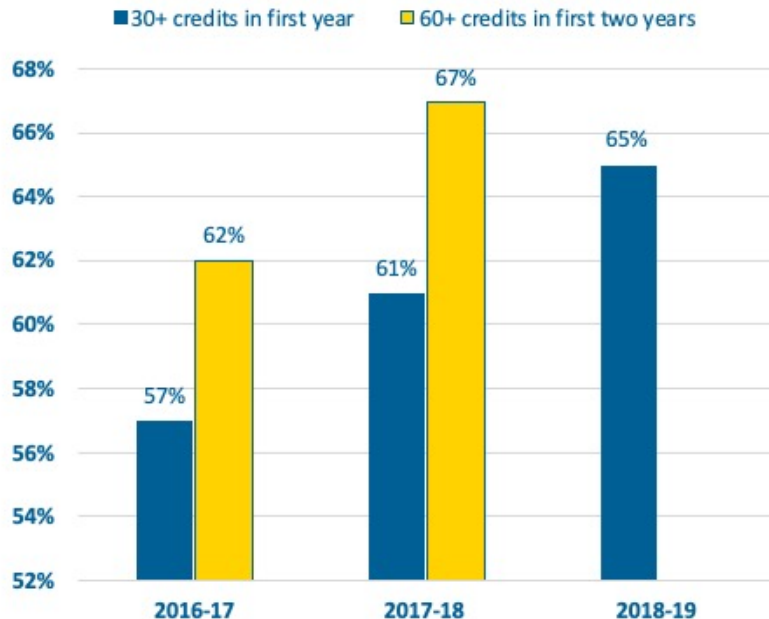
Integrating chemistry & biology

➢ Designed for a broad population of life science majors who simultaneously take introductory biology and introductory chemistry

➢ Integrates instruction and laboratory experiences

➢ Provides problem-based and experience-based learning opportunities

➢ Prepares students to collaborate, solve problems, communicate and reason scientifically across disciplinary boundaries

➢ Uses evidence-based practices in STEM education

➢ Provides professional development for peer mentors, graduate teaching assistants, preceptors and faculty

High-impact experiences

53%
Participate in service learning

71%
Work in an internship, field experience or clinical placement

33%
Study abroad

35%
Work with faculty on a research project

53%
Complete a capstone project, exam or portfolio

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

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Global education initiative

➤ Renewing our commitment to international education and research

➤ Participating in American Council on Education's Internationalization Laboratory for 2019-21, with 17 other colleges and universities

➤ Goal: Evaluate, shape and expand UD's internationalization strategy to all parts of the world, amplifying our impact as an international university.

➤ Beginning now with a self-study to engage faculty, administrators, staff and students

Undergrads are 'Driven to Discover'

Summer research projects in (l-r) toxic algae, Achilles tendons and beekeeping

udel.edu/home/driven-to-discover

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Great places enable great work

On the road to create a school of music

Enhancing the student life experience

Whitney Athletic Center & Delaware Stadium

Warner Hall to be Center for Student Health & Wellbeing

➢ Doubled staff supporting underrepresented students since 2016

➢ Binge drinking at lowest rate since began tracking it in 1993

➢ 617 unique employers recruited on campus at 22 career events last year

➢ 42,035 unique opportunities listed by 6,998 employers in Handshake

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Art in Science
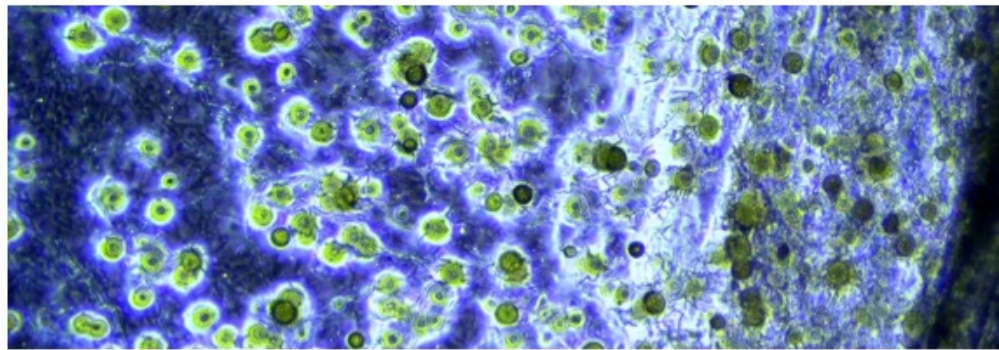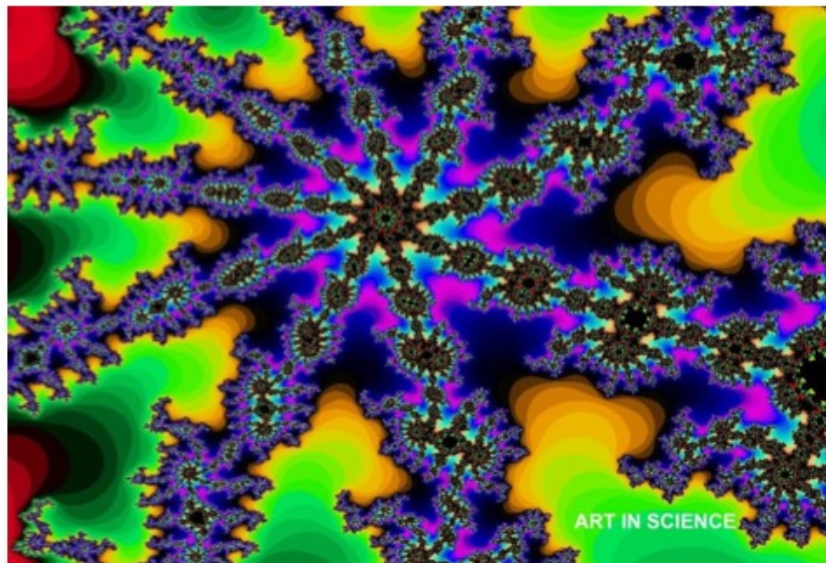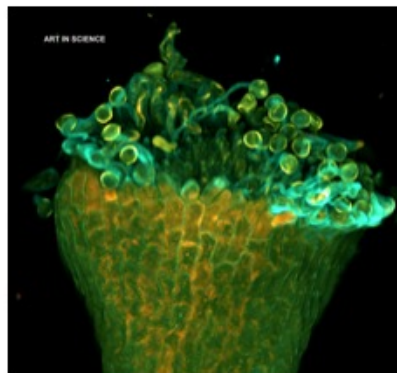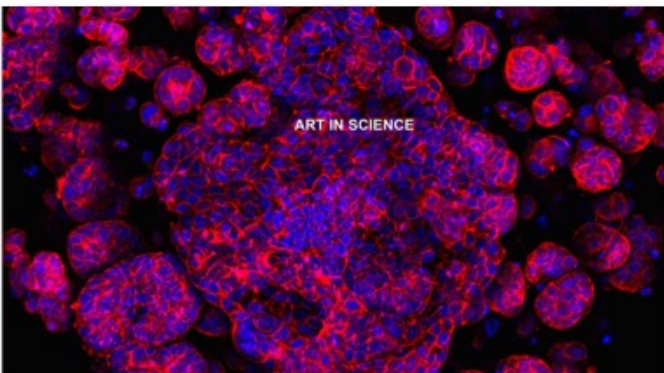
Maker Network

➢ Connection of spaces, people and resources to encourage and support spirit of innovation, entrepreneurship and inclusive excellence
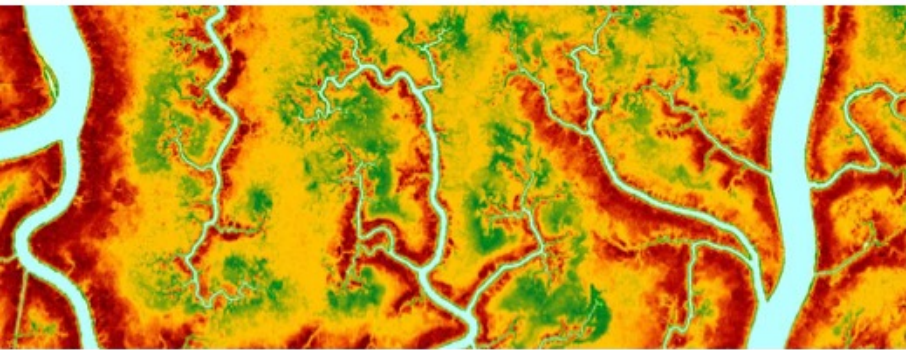
➢ Opportunities for new courses and degree programs

➢ Tools for Horn Entrepreneurship

➢ Maker Gym opening in Nov.; fully operational in Feb.
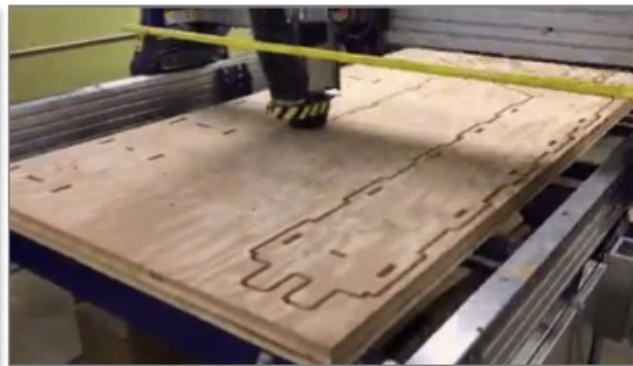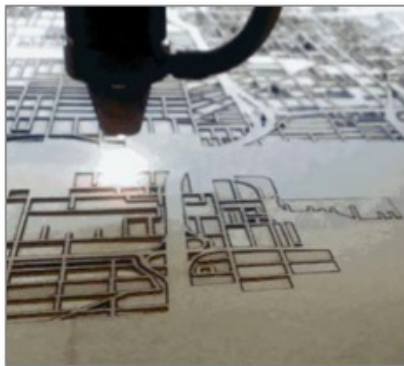
Horn Entrepreneurship

➢ About 2,000 students (105 different majors) enrolled in entrep. courses last year

➢ About 250 students are enrolled in entrepreneurship degree programs

➢ Start-ups supported by Horn got $7.4M+ in grants, awards and funding in FY19

➢ Coming: Expansion of EntreX Lab high school program

  ➢ Professional development for teachers

  ➢ Year-long curriculum

  ➢ Dual enrollment for students

➢ Coming: Creation of neoFest

  ➢ Statewide celebration of start-ups and tech

  ➢ Launch in May 2020

"This major is equipped with action-packed materials to help students succeed, even if they don't intend on starting their own business. Entrepreneurs are those who change and positively impact lives."
— *Eastwood Bempoh*
Class of 2022

UDairy Creamery now making cheese

Charles A. Genuardi '70 and Patricia Genuardi Food Innovation Laboratory

➢ 3,200 sq. ft. for dairy processing and cheese production, plus student test kitchen

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Leading our students to success

73% of UD students earn their bachelor's degree within four years—the **4th highest rate** nationwide among primarily residential public universities.

1. University of Virginia — 88.3%
2. University of Michigan, Ann Arbor — 77.1%
3. University of California, Berkeley — 75.8%
4. **University of Delaware — 72.6%**
5. University of California, Irvine — 70.3%

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%.

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New journeys for first World Scholars

Class of 2019

➢ Studied abroad twice
➢ 87% four-year graduation rate, comparable to Honors Program
➢ Now working at Goldman Sachs, IBM, NBCUniversal, American Jewish Committee, Fortune Magazine, Globus Medical, etc.
➢ Three are teaching English abroad — one in Brazil, two in France
➢ One co-founded Project Divided, a multimedia campaign to bridge the divide between Americans of different political views
➢ One is in a Master's program in Tourism Development and Culture run jointly by the University of Glasgow, the University of Malta, and the University Institute Lisbon

Alumni succeeding around the world

Martha Meaney-Murray
- *Engineering, '87*
- Surgeon at Boston Children's Hospital
- Professor of orthopedic surgery at Harvard Medical School
- Founder of Miach Orthopedics — Pioneering new way to repair ACL injuries; raised $22.5M from investors, incl. NFL Players Assn.

Wang Xing
- *MS Elec. Eng., '04*
- Founder, chairman and CEO of Meituan Dianping (food-delivery service with 400M users in China)
- Company created in 2015 through merger of Meituan (like Groupon) and Dianping (like Yelp)
- Went public on Hong Kong Stock Exchange in 2018

Joe Chen
- *Physics,'92*
- Pioneer in China's Internet industry
- Founder, chairman and CEO of Renren, a social networking platform
- Previously co-founded ChinaRen, China's first social network, in late 1990s.

High-profile media coverage

npr

Medium

Science

U.S. News & WORLD REPORT

The New York Times

European Scientist

FOX NEWS .com

cienciaplus | europa press

Forbes

Newsweek

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An engine for economic impact

- Supporting **$4.7B** in economic activity and **33,320 jobs** in the Northeast Corridor

- In Delaware, **$2.8B** in economic activity, supporting **24,450 jobs**

- Serving the needs of corporate and nonprofit organizations in the fields of education, finance, health care, human services and more

FOR EVERY

$1

INVESTED BY THE STATE, UD GENERATES

$23

IN DELAWARE'S ECONOMY

Rankings recognize UD excellence

2019 Rankings

➢ 4th highest 4-year grad. rate (73%) among primarily residential publics nationwide — *Chronicle of Higher Education*

➢ Top 1.3% of universities in the world — Center for World University Rankings

➢ #39 among public universities — *USNews*

➢ Top 25 U.S. Colleges That Pay Off The Most — CNBC

➢ 16 graduate programs among 100 best in U.S. (11 in top 50) — *USNews*

Strategy going forward

➢ Review data to ensure accuracy

➢ Prioritize investments to improve instruction and access, which will in turn improve rankings

Remember …

➢ Rankings lag performance

➢ Methodologies change
  ➢ Social mobility and Pell

➢ Data collection & definitions affect rank

➢ UD's metrics usually steady or improving; rankings are relative

Middle States reaccreditation

Standards of the Middle States Commission on Higher Education

An accredited institution of higher education …

> … Has an appropriate mission,

> … Lives it with integrity,

> … Delivers an effective student learning experience,

> … Supports the overall student experience, both inside and outside of the classroom

> … Assesses its own educational effectiveness

> … Uses planning and resources to ensure institutional improvement

> … Is characterized by effective governance, leadership, and administration

Middle States reaccreditation

Self-Study Process

udel.edu/middlestates

➢ 18 months, begun in summer 2019

➢ Guided by Self-Study Steering Committee

➢ Working groups focused on each standard: Gather evidence showing how UD meets the criteria for each standard; identifying gaps in evidence; and write a report that addresses the standard.

➢ Surveys for entire UD community to offer input

➢ Town hall meetings planned for April 10th, 17th and 24th

➢ Steering Committee finalizes the self-study narrative in 2020

➢ Middle States External Review Team visits in spring 2021

Strategic Plan: A Living Document

- Draft open for public comment, Sept. 10-23

- Builds on previous strategic plans

- Aim to be both practical and ambitious

- Align daily decisions with long-term goals

- Critical for Middle States self-study process

- Commitment to update as needed in the future

udel.edu/strategicplanning

STRATEGIC PLAN

UNIVERSITY OF DELAWARE STRATEGIC PLAN
The University of Delaware is developing an updated institutional strategic plan. Public feedback was sought from the UD community of students, faculty and staff.
Comments were welcome through Sept. 23, 2019. President Dennis Assanis, Provost Robin Morgan and Executive Vice President John Long sent a campus-wide message regarding the draft plan on Sept. 10, 2019.

📄 DOWNLOAD THE STRATEGIC PLAN DRAFT »

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Campus Master Plan

Catalytic Initiatives

STRENGTHEN THE STUDENT ARC

➢ Transform Morris Library as an intellectual commons

➢ Expand undergraduate opportunities at STAR and other campus sites

➢ Align student housing to reinforce sense of community

ACCELERATE INTERDISCIPLINARY RESEARCH AND INNOVATION

➢ Create new spaces that enhance academic collaboration ('network of new spaces')

➢ Evolve space management policies and planning to align demands and shared resources

STIMULATE NEW PARTNERSHIPS

➢ Expand opportunities for industry, private business and outside organizations

➢ Highlight P3 initiatives to accelerate capital vision

Campus Master Plan

Investing for Long Term Impact:

The campus plan positions the University's land holdings for smart and strategic growth

➢ Reinforce the distinctive character and unique scale of the central campus

➢ Enhance UD's position and competitive advantage in the region

➢ Establish a comprehensive real estate strategy

➢ Integrate full campus land holdings

➢ Prioritize sites that advance strategic goals

➢ Reserve lands for longer-term opportunities
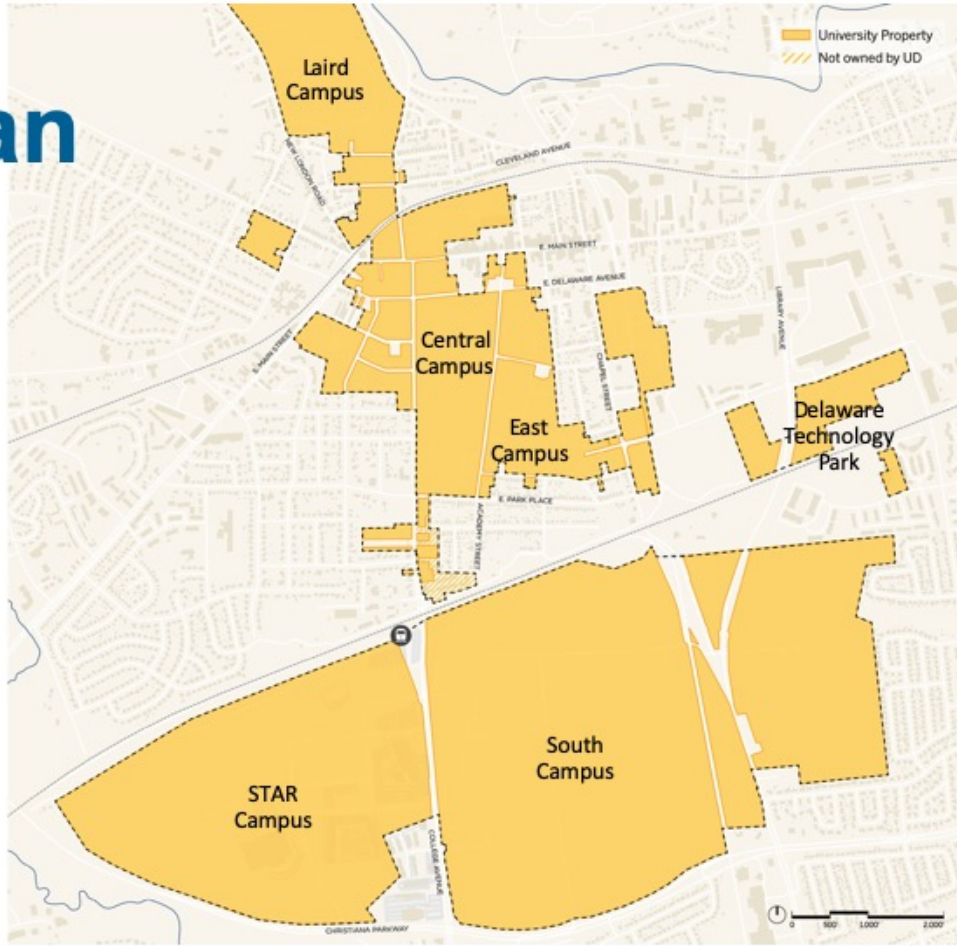
Campus Master Plan

Support strategic and long-term growth at the STAR Campus

➤ Expand housing choices

➤ Create new spaces that enhance academic collaboration

➤ Identify sites for swing space (i.e. DBI)

➤ Enable long-term research growth

➤ Create synergistic opportunities

➤ Provide space for future growth:

    ➤ Housing & Mixed Use Development

    ➤ Academic

    ➤ Administration

    ➤ Athletics / Recreation

    ➤ Future partnerships

Academic / Partnership
Mixed Use
Reserve Sites for Long Term Growth

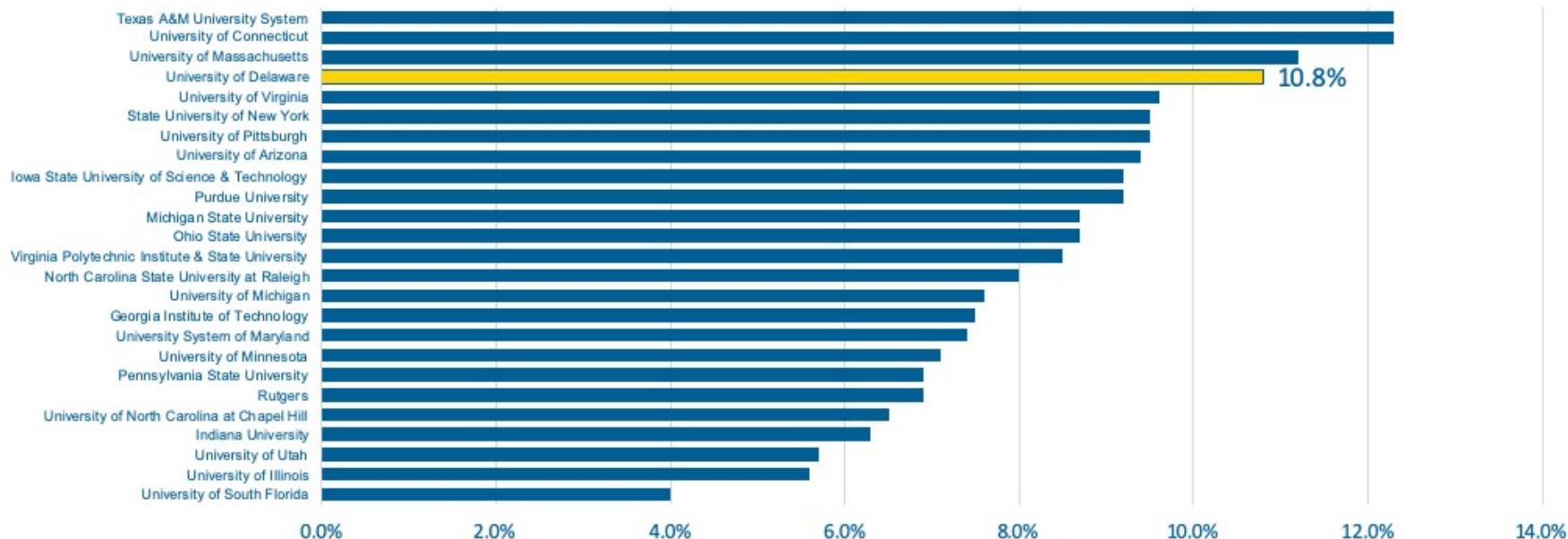UNIVERSITY OF DELAWARE
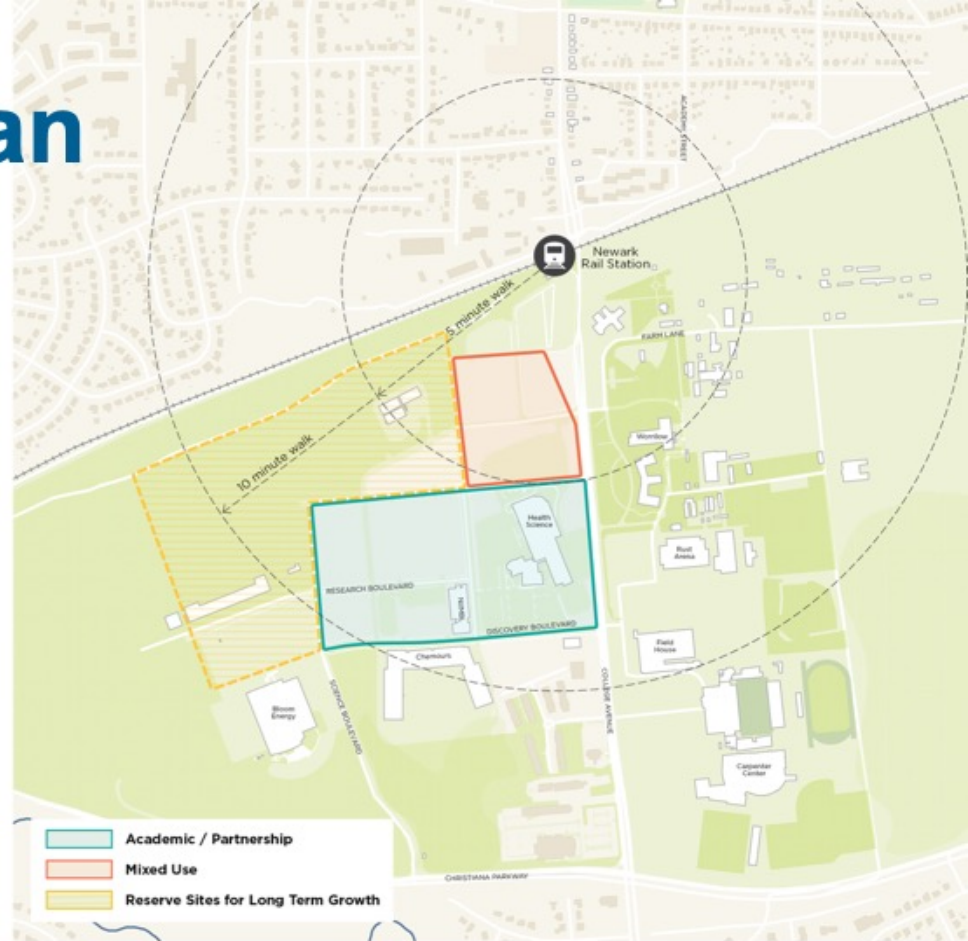
Progress on major capital projects

➢ **Ammon Pinizzotto Biopharmaceutical Innovation Center** — Substantial completion expected in January 2020; four-phase move-in from January through March.

➢ **Worrilow Hall** — Demolition completed on 2nd and 3rd floors; demolition on 1st and 4th floors to be completed by late October.

➢ **McKinly Lab** — Addition to Life Sciences Research Facility ~40% complete and on schedule for June 2020 completion to allow for McKinly to be vacated; new McKinly design is in process; demolition and start of construction projected for late 2020 with completion in late 2022.

➢ **Whitney Athletic Center & Delaware Stadium** — Building steel complete next week; underground utility work ~75% complete.

➢ **South Green Infrastructure** — ~60% complete.

➢ **Christiana Towers** — Furniture removal starts this month; relocating cell and WVUD transmission towers; demolition depends on relocation timing.

➢ **Alumni Circle** — Completed by Oct. 23; ribbon-cutting at Homecoming Weekend.

STAR Campus

Expenses are capital-heavy

Capital Expenses vs. Operating Expenses as %

Horizontal bar chart showing capital expenses vs. operating expenses as a percentage for various universities. University of Delaware is highlighted at 10.8%.

University	
Texas A&M University System	
University of Connecticut	
University of Massachusetts	
University of Delaware	10.8%
University of Virginia	
State University of New York	
University of Pittsburgh	
University of Arizona	
Iowa State University of Science & Technology	
Purdue University	
Michigan State University	
Ohio State University	
Virginia Polytechnic Institute & State University	
North Carolina State University at Raleigh	
University of Michigan	
Georgia Institute of Technology	
University System of Maryland	
University of Minnesota	
Pennsylvania State University	
Rutgers	
University of North Carolina at Chapel Hill	
Indiana University	
University of Utah	
University of Illinois	
University of South Florida	

X-axis: 0.0%, 2.0%, 4.0%, 6.0%, 8.0%, 10.0%, 12.0%, 14.0%

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