

Board of Trustees

President Dennis Assanis

June 23, 2020



THANK YOU



**STUDENT
SUCCESS**

Flexibility

Evolving UD to be a more agile institution — people, programming, processes and places

Humanity

Caring for one another, cultural consciousness and empathy

Safety

Working diligently to strengthen operational capacity and infrastructure for campus health and safety

Creativity

Innovating our teaching, learning and research models with contingency planning to maintain standards of excellence

Engaging in essential dialogue



May 29, 2020

Dear UD Community,

In the past several days, some deeply disturbing incidents in our nation have reminded us all that racism, discrimination and injustice continue to challenge our society, even as we strive to make our communities more diverse and inclusive. The deaths of George Floyd in Minneapolis, Ahmaud Arbery in Georgia, and other incidents of violence against Black people have shocked and grieved our nation.

The University of Delaware is a community that values diversity and inclusion. We are committed to creating a more equitable and just society, and we are essential to our nation's future.



A message from University of Delaware President Dennis Assanis during this time of unrest in the nation: <http://ow.ly/L1kt50zV9hu>

"The real work of creating a more just society falls on each of us, every day and wherever we may be."

UD President Dennis Assanis



Boost Post

244

73



University of Delaware @udelaware
6 days ago

Blackout Tuesday ♥



4.4K



Univ. of Delaware @UDelaware
4 days ago

UD "can and must do more to expand diversity and promote inclusion and equity in our community." President Assanis plans key actions: diversity training, forums for voices to be heard, diligent recruitment of underrepresented faculty and students and more. ow.ly/8xXq50zYCKY



June 4, 2020

Dear UD Community,

Our society is calling for equity and social justice. I hear you, and I am part of that call. We can do better as a university community. And we will do it together.

Over the past several days, many of you have written to me or posted your thoughts on social media to express your anger and frustration about the racial injustices that have been laid bare by the social unrest taking place in our nation. What's more, I have been truly heartbroken to hear the stories of discrimination and prejudice that many of you have



June 18, 2020

Dear UD Community,

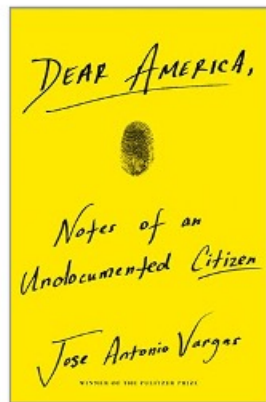
One-hundred and fifty-five years ago, on June 19th, Union troops arrived in Galveston, Texas, to deliver news of the Emancipation Proclamation and the end of the Civil War. Today, the celebration of "Juneteenth" marks this important milestone in the history of the Black community and the entire United States.

In recognition of Juneteenth, the University of Delaware will suspend classes and all other operations tomorrow. Only essential employees should report to work; those required to work will earn a compensatory day. I invite all members of our community to take this opportunity to reflect on the history of slavery and its legacy.



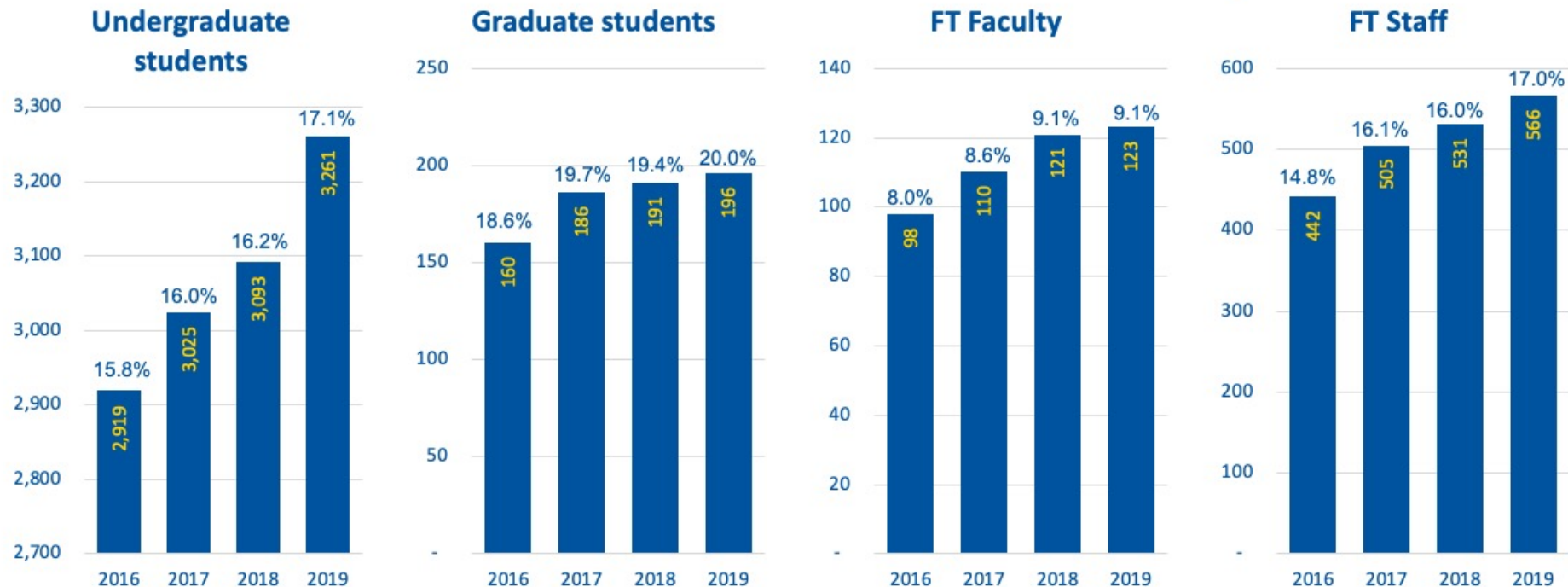
Taking action to create a more diverse community

- ❖ Juneteenth — Suspended classes and operations for a day of reflection and learning
 - ❖ 8:46 a.m. — 8 minutes and 46 seconds of silence
- ❖ Mandate diversity training for all students, which will be expanded to faculty and staff, as well
- ❖ Thoughtfully assess and revamp our faculty and staff search processes with data-driven insights, so we can continue the growth in the numbers of Black faculty and staff
- ❖ Enhance our positive trajectory in recruiting, retaining and leading to success a diverse student body
- ❖ Continue the UD Police Department's commitment to high-quality training, transparency, accountability, community outreach and education to ensure the safety of our community
- ❖ Initiate a thorough review process of naming considerations for buildings and facilities around the UD campus; input from historians and others will help develop a set of recommend actions and guidelines going forward
- ❖ Plan a series of dialogues and listening sessions throughout the upcoming academic year, involving multiple and various audiences, including students, faculty and staff
- ❖ Continue building and strengthening the University's diversity programs and human capital
- ❖ Cultivate new fundraising for social justice initiatives on campus



First Year
Common Reader

Growth and focus: Our URM community



NOTES: Underrepresented minority (URM) includes African-American, Hispanic, Native American, Pacific Islander and Multi-racial; does not include Asian or international. % is the URM share of the total.



Aubrey Plaza

ACTRESS *THE CROWD*



Joe Flacco, BE08

NFL QUARTERBACK



BLUE HEN CELEBRATION

HONORING *the* CLASS of 2020



Matthew O'Donnell, AS94

MORNING NEWS ANCHOR; ASAC ACTION NEWS 10 PHILADELPHIA



Celebrating our students' achievements



Emalea Pusey Warner Award

Bianca Mers

- ❖ International Relations major, with minors in Organizational & Community Leadership, Public Policy and Spanish
- ❖ Pursuing a master's degree in City and Regional Planning at the Georgia Institute of Technology



Alexander J. Taylor Award

Arnav N. Prasad

- ❖ Mechanical Engineering major, with minor in Mathematics
- ❖ Pursuing graduate courses at UD through the 4+1 Bachelor of Mechanical Engineering/Master of Science in Mechanical Engineering program

Celebrating our students' achievements



Lucas Attia

- ❖ Goldwater Scholarship
- ❖ Class of 2021
- ❖ Chemical Engineering
- ❖ Honors Program



Ariel Hannum

- ❖ Gates Cambridge finalist
- ❖ Class of 2020
- ❖ Honors Degree with Distinction in Biomedical Engineering



Rebecca King

- ❖ First UD student to receive both a Boren Award and Critical Language Scholarship, enabling her immersive language study in Russia and Kyrgyzstan



2020 Plastino Scholars

- ❖ **Amy Ciminnisi** — Junior, Anthropology, Honors Program; planning to study culture in Malaysia
- ❖ **Elizabeth Habash** — Junior, Biology, Honors Program; planning to study medical care in Jordan
- ❖ **Kate Uray** — Sophomore, Pre-Veterinary Medicine, Honors Program; planning to study wildlife sanctuaries in Texas and Costa Rica

International scholarships in 2019-20

- ❖ Fulbright Awards — Five recipients, four alternates
- ❖ Critical Language Scholarships — Two recipients, two alternates
- ❖ Gilman Awards — Three recipients

Celebrating our excellent faculty

Excellence in Teaching

- ❖ **Salil Lachke**, Biological Sciences
- ❖ **Jill Flynn**, English
- ❖ **William Rose**, Kinesiology & Applied Physiology
- ❖ **Owen White**, History

Excellence in Teaching (graduate students)

- ❖ **Diane Lucas Baca**, CAS
- ❖ **Harrah Newman**, COE
- ❖ **Prabhat Kumar**, CAS
- ❖ **Kendell Daughtry**, CEHD

Mid-Career Faculty Excellence in Scholarship

- ❖ **Pascha Bueno-Hansen**, Women & Gender Studies
- ❖ **Chengmo Yang**, Electrical & Computer Engineering

Excellence in Scholarly Community Engagement

- ❖ **David Teague**, AAP
- ❖ **Jennifer Buckley**, Mechanical Engineering

Excellence in Scholarly Community Engagement (graduate students)

- ❖ **Andrew Jenks**, CAS
- ❖ **Kalyn McDonough**, CAS

Excellence in Undergraduate Academic Advising

- ❖ **Jennifer Saylor**, School of Nursing
- ❖ **Tracy Holden**, Communication
- ❖ **Vincent DiFelice**, Business Administration

Celebrating our excellent faculty



2020 Francis Alison Award Winner

NORMAN J. WAGNER

- ❖ Unidel Robert L. Pigford Chair in Chemical & Biomolecular Engineering
- ❖ Affiliated Professor, Dept. of Physics & Astronomy
- ❖ Joint Professor, Biomedical Engineering
- ❖ Professor, Biomechanics & Movement Science
- ❖ National Academy of Inventors, 2016
- ❖ National Academy of Engineering, 2015

Continuing our commitment to faculty excellence

- ❖ For FY2021, estimated faculty count will be ~1,300. This is 12 more than last year, and ~135 net new compared to 2017.
- ❖ While most hires are in disciplines, several hires round-up ongoing clusters: data science, disaster research and education, coastal water security, and biopharmaceutical discovery.
- ❖ We are reaching out to all new faculty who have accepted our offers and asking if they would prefer to start in either January 2021 or August 2021, due to COVID19. We will continue to do our best to position our newly hired faculty to succeed.
- ❖ As you know, next year will be different, but we will continue to be committed to faculty excellence across UD.

Congratulations to honored & promoted faculty!

4

Named
Professorships

9

Faculty
Emeriti

36

Promoted to
Associate
Professor

27

Promoted to
Professor

5

Additional
Tenured

Growing and strengthening our academic core

- ❖ 18 graduate programs ranked among top 100
 - ❖ Physical Therapy again ranked #1;
Chemical Engineering #8
- ❖ Formation of the new Honors College
- ❖ Biden School of Public Policy and Administration becomes freestanding unit
- ❖ Designation of the School of Music



udel.edu/president-report

Building our future



Ammon Pinizzotto Biopharmaceutical Innovation Center, Worrlow Hall, Warner Hall, Whitney Center

Rodney Morrison
Vice President of Enrollment Management

Shaping the Class of 2024

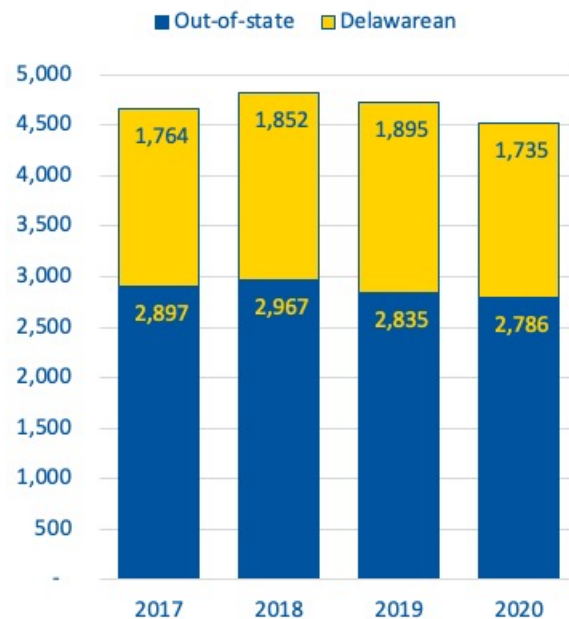
Applications



Admits



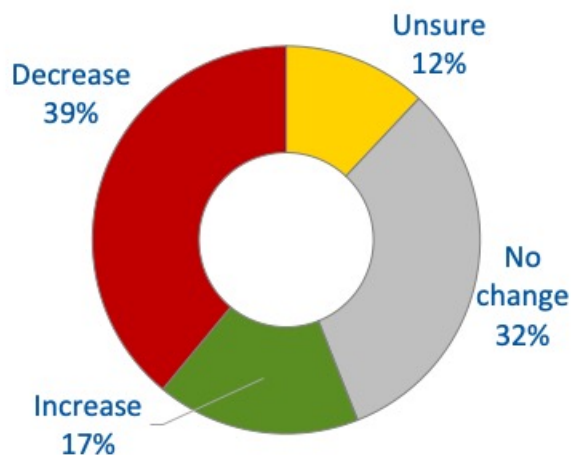
Paid Deposits



NOTE: Includes both Newark campus and Associate in Arts Program; all data as of June 19

UD admissions facing challenging national trends

Institutions seeing
decline in fall deposits



The COVID-19 Factor

Among college-bound
high school seniors

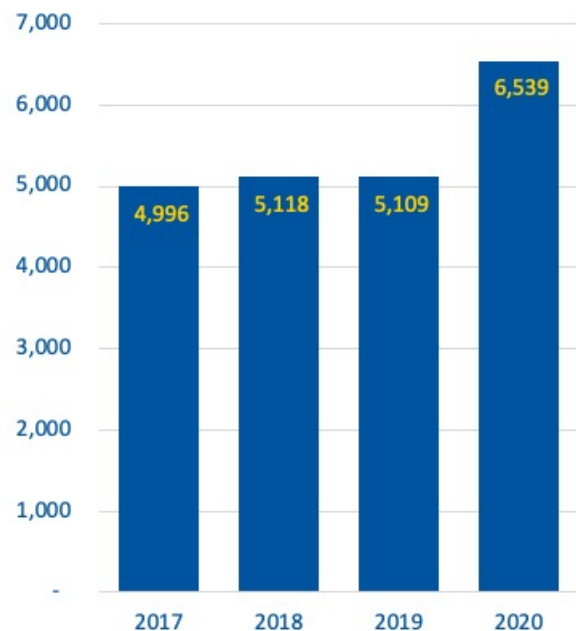
- ❖ 44% having second thoughts about the school they are likely to attend in the fall
- ❖ 24% considering deferring enrollment to their preferred school
- ❖ 86% say cost will be even more important after COVID-19

42%

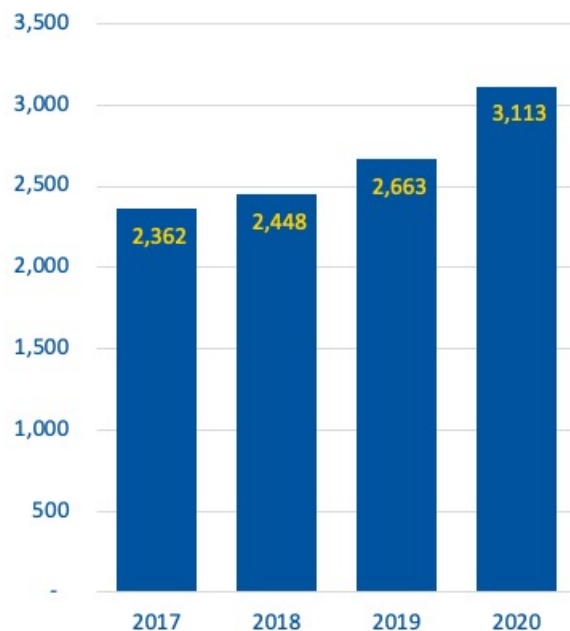
Said COVID-19
will affect where
they enroll this fall

Drawing URM students to UD

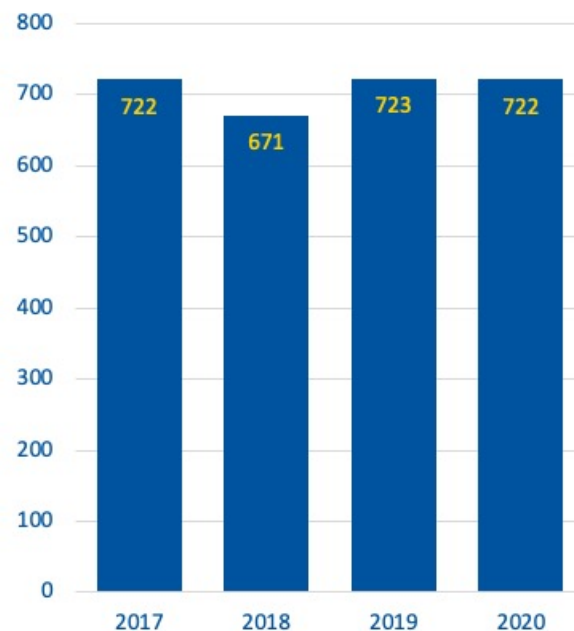
URM Applicants



URM Admits



URM Paid Deposits



NOTES: This shows Newark Campus only. Underrepresented minority (URM) includes African-American, Hispanic, Native American, Pacific Islander and Multi-racial; does not include Asian or international.

Strengthening our enrollment pipeline

Supporting students in high school

- ❖ Variety of pre-college programs
- ❖ Opportunities to earn UD credit
- ❖ Early College Credit Program
- ❖ College Readiness Scholars Institute and UD Edge — Develop college-success mindset



Special engagement opportunities

- ❖ Ballin' at UD — Brings community organizations to Newark campus to meet current students of color and staff for admissions presentation and Harlem Globetrotters game
- ❖ Conquering College Admissions — All-day conference co-hosted with TeenSHARP to provide college admissions workshops to Delaware high school students
- ❖ Member of Delaware Student Success Collaborative, led by the Higher Education Office at the Delaware Department of Education

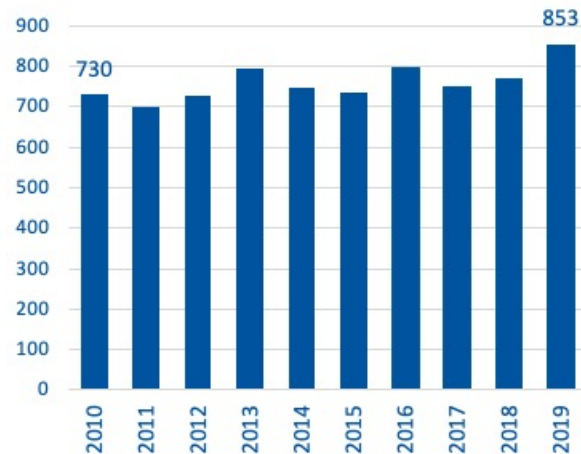
President Dennis Assanis

Associate in Arts offers pathway for Delawareans

Low-cost route to UD bachelor's degree

- ❖ UD courses taught by UD faculty in Wilmington, Dover, Georgetown
- ❖ Financial aid from UD & State makes cost virtually \$0
- ❖ Earn 60 credits toward bachelor's degree
- ❖ Guidance and tools to promote academic success
- ❖ 64% earn AA within 3 years (national avg. is 33%)
- ❖ 88% of those transition to Newark campus
- ❖ 78% complete bachelor's degree

Associate in Arts Program
(Full-time students)



Keeping UD affordable and accessible

Annual Tuition for 2020-21

- ❖ Delaware resident — \$12,730 — No increase
- ❖ Non-resident — \$34,160 — No increase

Mandatory fees

- ❖ Comprehensive Fee — \$978 — \$120 increase
 - ❖ Partially defray increased operating costs, including enhanced student services, notably advising, and contractual and debt service obligations
- ❖ Student Wellbeing Fee — \$704 — \$250 increase
 - ❖ Meet increased demand of various health services, supporting such areas as expanded telehealth services, cultivating mental health counseling, increasing number of clinicians on the ground and new programming at Warner Hall

Room & Board

- ❖ \$13,472 — \$264 increase to partially offset increased operating and custodial costs, as well as dining hall renovations

43% INCREASE
in undergraduate financial aid
since 2016, to \$138M in FY20

Principles guiding our return to campus

1. Caring for Our People

- ❖ Prioritizing the health and safety of students, faculty, staff and greater Delaware community

2. Cultivating Academic Excellence and Enrichment

- ❖ Ensuring that teaching, research, scholarship and service thrive as cornerstones of human and intellectual development

3. Invigorating Our Mission for Positive Change

- ❖ Creating value-driven opportunities to make a positive impact on society through scholarly endeavors, innovative research, creative learning, community engagement, and operational excellence

Fall Planning Task Force: Committees

Health Protocol & Policy

Safe return to campus
Social distancing
Testing, tracing
Quarantining

Academics

Course delivery
Classroom/lab density
Faculty support
Calendar
Class schedule

Research & Graduate Education

Centers & institutes
Restarting research
Protocols
Grads & post-docs
Federal aid

Student Life & Athletics

Residential life
Orientation
Mental health support
Student & rec centers
NCAA & CAA
Community events

Facilities & Operations

Facility reopenings
Evaluation of processes
Review of capital projects & future space use

Budget & Planning

Enrollment
Tuition & financial aid
Remote work
Operating & capital budgets
Spending reduction

Public Affairs

Coordinated messaging
Federal/state funding
Mitigate risks
Community engagement & events

Announcing our decisions for fall

- ❖ Classes resume as scheduled on Sept. 1
- ❖ Tuition frozen for 2020-21
- ❖ Research operations Phase 2 opens this week
- ❖ Residence hall move-in spread through mid- to late-August, culminating in *1743 Welcome Days*
- ❖ UD Athletics preparing to compete in fall sports

Continually monitoring, adapting and moving forward

Thank you!

**Steering
Committee**

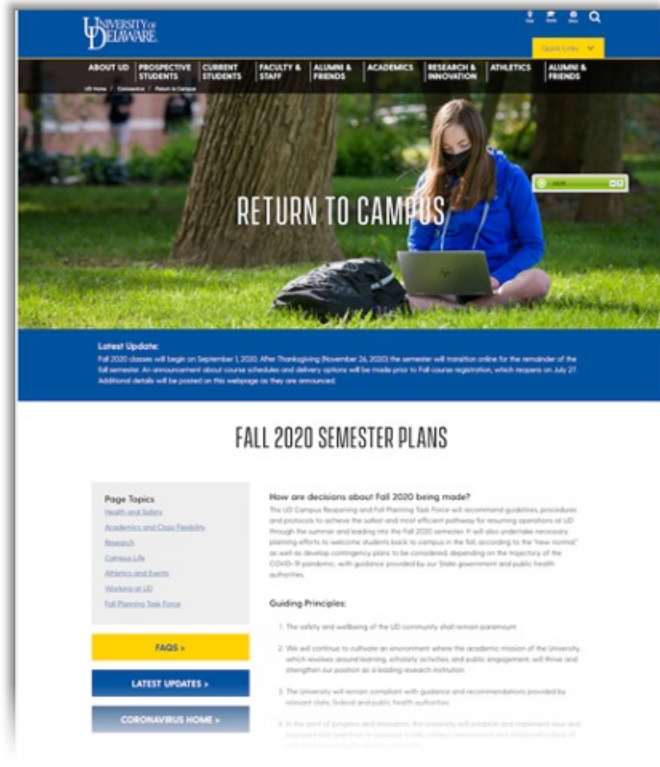
**Faculty, Staff and
Administration**

Trustees

Keeping the UD community informed

FALL 2020 RETURN TO CAMPUS

- ❖ Web page — udel.edu/return
 - ❖ Announcements
 - ❖ Guidelines
 - ❖ FAQs
- ❖ Weekly Fall Planning Update emails
- ❖ Social media engagement



Return to campus: Health protocols and policies

General guidelines:

- ❖ Stay home when you're feeling sick.
- ❖ Participate honestly in periodic health screenings.
- ❖ Keep at least 6 feet away from others.
- ❖ Wear masks or cloth face coverings at all times indoors and when within 6 feet of others outdoors.
- ❖ Practice good personal hygiene.
- ❖ Contact tracing will be performed by Delaware Division of Public Health.
- ❖ Isolation for those testing positive.
- ❖ Self-quarantine for 14 days for those with direct contact with a COVID-19-positive person.
- ❖ Self-monitor for 14 days for those exposed to the virus.



Return to campus: Health protocols and policies

Building a culture of compliance:

- ❖ Guidelines will be included in all syllabi
- ❖ Signage throughout campus
- ❖ Extra masks provided to faculty/instructors for anyone who forgets their own
- ❖ Healthy-behaviors persuasion campaign being developed

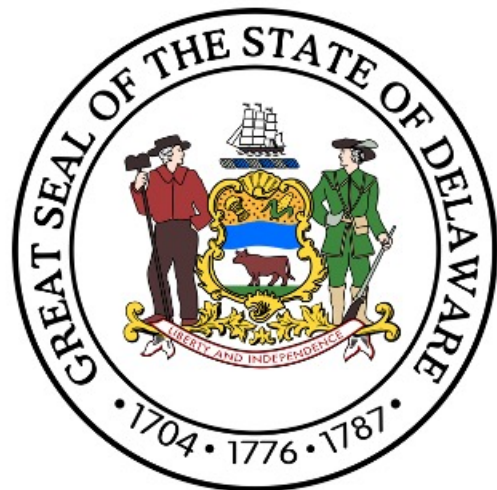
Enforcement:

- ❖ Anyone can submit an anonymous report via UD Compliance Hotline or LiveSafe app
- ❖ Potential referral to Office of Student Conduct, Graduate College, Human Resources or Provost/Dean, as applicable



State of Delaware — Phase 2

- ❖ Vulnerable individuals **shelter in place**
- ❖ Maintain **social distancing in public**
- ❖ **Common areas** where personnel are likely to congregate and interact **should remain closed**
- ❖ Limit indoor gatherings to **50 individuals**
- ❖ **Minimize non-essential travel** – personal & business
- ❖ Continue to encourage **teleworking**



Return to campus: Phased reopening

Phase 0

**March 17 to
May 30**

Classes online
Campus closed to visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
COVID-related research

Phase 1

Begun June 1

Classes online
Campus closed to visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
Researchers & staff at 15%
Clinics open to patients

Phase 2

Classes online
Campus closed to visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
Researchers & staff at 33%
Athletics pilot with 40 S-A

Phase 3

Classes online
Campus open to some visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
Researchers & staff at 33%
Clinics, Library, ELC, others open

Phase 4

Classes online
Campus open to some visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
Researchers & staff at 67%
Additional operations & offices open

Phase 5

Classes online
Campus open to some visitors
Res/Dining halls closed
Remote operations
Reduced workforce on campus
Researchers & staff at 90% - 100%
Rec Center, Student Centers open

Return to campus: Research

Phase 1

- ❖ Began early June with safety protocols to mitigate virus transmission
- ❖ 700+ faculty, graduate students, postdoctoral researchers and other essential personnel

Phase 2

- ❖ Began June 23; about a third of research community by end of June
- ❖ All field-based work, consistent with guidelines
- ❖ Lab research, with indoor density of 1 person per 250 sq. ft.
- ❖ Studio activities (visual and performing arts, and design)
- ❖ Limited work with human subjects, such as clinical care
- ❖ Instructional labs and studio spaces to prepare for fall semester
- ❖ Common areas and shared offices remain closed



UD researchers developed the HensNest mask, created from a reusable frame and easy-to-acquire fabric. Working with major domestic manufacturers and community organizations, 30,000 masks will be made and distributed to at-risk individuals in the region.

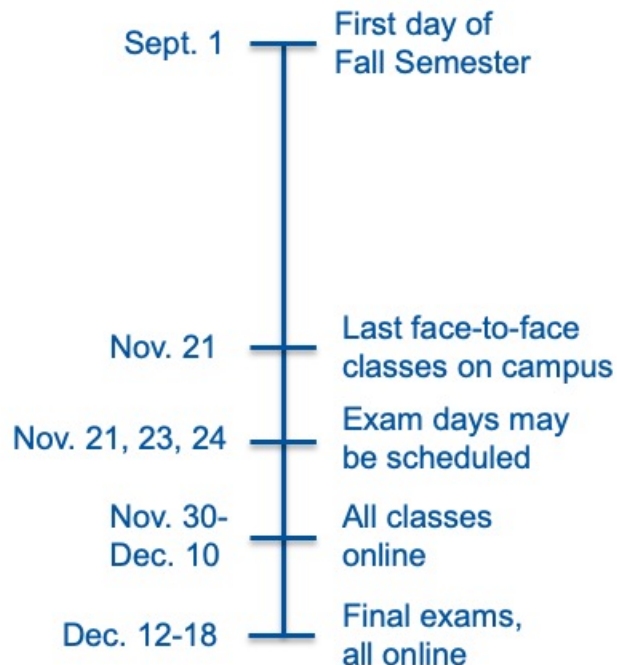
Return to campus: Academics

Mix of class platforms

- ❖ Some blended (face-to-face and online) — ~50% of credit hours
- ❖ Some fully online, including all those with 49+ students
- ❖ All prepared to move fully online, if necessary
- ❖ Faculty prepared to accommodate students who cannot attend in person

Reduced seating capacity

- ❖ Classrooms cut to 27% of usual capacity
- ❖ Buses cut to 18% of usual capacity



Return to campus: Academics

Daily and weekly course schedules

- ❖ 25 minutes between classes
- ❖ Regular classes held 8 a.m. to 7:15 p.m.
- ❖ All regular classes meet 75 minutes twice each week
 - ❖ Monday/Thursday; Tuesday/Friday; Wednesday/Saturday
- ❖ Classes on A/B schedule
 - ❖ A — face-to-face weeks 1, 3, 5, etc.; online weeks 2, 4, 6, etc.
 - ❖ B — online weeks 1, 3, 5, etc.; face-to-face weeks 2, 4, 6, etc.

Course accommodations

- ❖ 49+ students — online
- ❖ 10-23 students — blended
- ❖ 24-49 undergrad students — blended
- ❖ 24-49 graduate students — online

Return to campus: Academics

Pedagogical value of blended learning

- ❖ “Best of both worlds” — Advantages to both F2F and online for students and faculty
- ❖ Studies: Students learned significantly more under blended conditions than counterparts in F2F conditions
- ❖ Faculty can use formative assessments and data analytics to monitor student progress, tailor F2F classes to meet learning needs of students in each class and identify students who are struggling
- ❖ Students can access a more diverse range of materials during their online sessions (videos, interactive platforms and exercises)
- ❖ Students can pace their learning to meet their situation, with more time to think through material
- ❖ May provide more equitable opportunities for all students to engage with faculty and each other
- ❖ Students are more highly motivated when they can make choices instead of being given just one way to learn; UD's mix of F2F and online is within the optimal range for the amount of choice students prefer
- ❖ Helps address equity issues — Students can access materials at their own time and place, which is critical for those without consistent high-speed internet access and those with increased job responsibilities



Return to campus: Student Life

Residence halls

- ❖ Room capacity limited
- ❖ Common areas and bathrooms cleaned more frequently
- ❖ Access restricted to residents only
- ❖ Seating arranged in common areas to ensure proper physical distancing

Dining halls

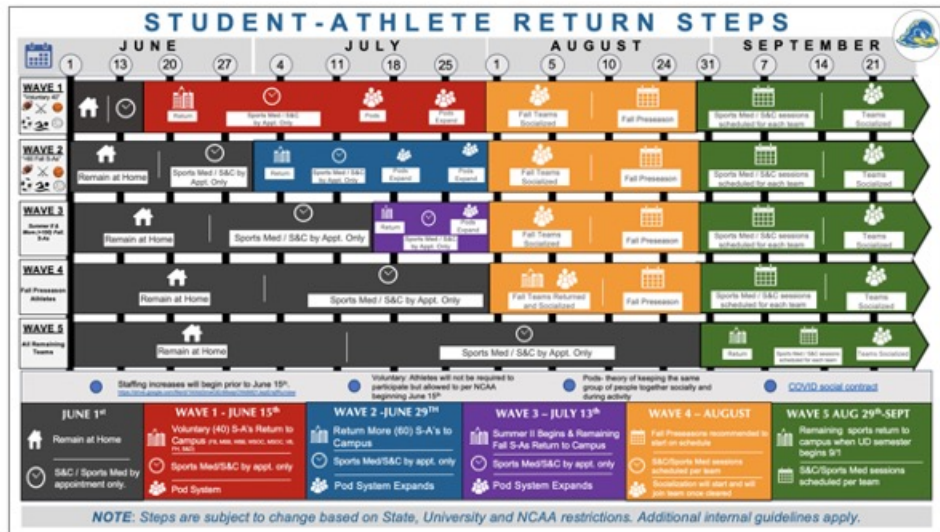
- ❖ Staff required to wear face masks/gloves at all times
- ❖ For diners, masks required except when eating
- ❖ Capacity will be limited
- ❖ Buffet and self-serve food or beverage stations replaced by staff-served stations
- ❖ Take-out options available



Return to campus: Athletics

Student-Athletes

- ❖ Fall-sport students return in 4 waves over the summer
- ❖ Start in small “pods”; join other pods, if they are symptom-free
- ❖ Health screenings and testing
- ❖ Masks required indoors
- ❖ More frequent cleaning of training, workout, equipment, locker rooms
- ❖ Pledge of responsibility and accountability for healthy behaviors



Return to campus: Facilities

Cleaning and Disinfecting

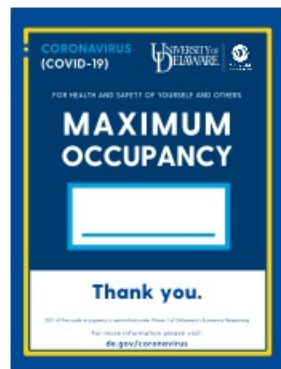
- ❖ Campus spaces will be regularly “deep cleaned” with enhanced protocols and increased frequency
- ❖ Health protocol signage and hand sanitizer stations will be located throughout all UD campuses

Space Modifications for Physical Distancing

- ❖ Classrooms, laboratories, residence/dining halls and common areas are being modified to allow for physical distancing
- ❖ Clear-plastic wellness shields will be installed at reception and point-of-sale locations throughout

Remote Work

- ❖ Many UD staff members will be encouraged to continue telecommuting throughout the fall semester to minimize the number of individuals working simultaneously in campus spaces



Meeting the challenges ahead

- ❖ Focus on our people
- ❖ Be flexible and adaptable
- ❖ Stay true to our values



Board of Trustees

President Dennis Assanis

June 23, 2020

