

Board of Trustees

President Dennis Assanis

February 16, 2022

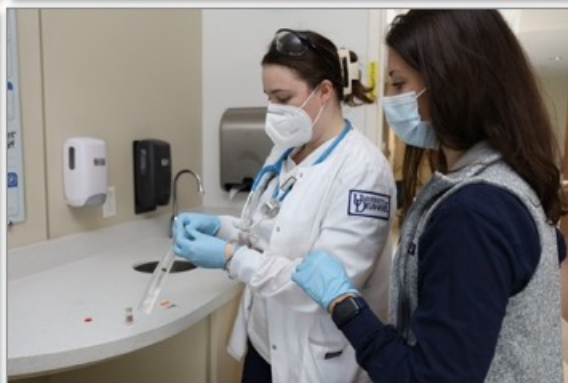


Prioritizing the community's health and safety

- 120,000 COVID-19 tests on campus since Sept. 2020
 - \$5M to process tests in UD research lab
- >94% of students and employees vaccinated
 - All students, faculty and student-facing staff required to be boosted when eligible
- 620,000 masks purchased since March 2020
 - \$388,000 cost
 - Includes 417,000 KN95 masks being distributed through spring semester 2022
- 75,000 rapid antigen tests as supplemental/back-up resource for spring 2022
 - \$810,000 cost
- 92% of UG courses and 80% of graduate courses delivered in-person or hybrid format



Stepping up to support Delaware's hospitals



Welcoming back our campus community



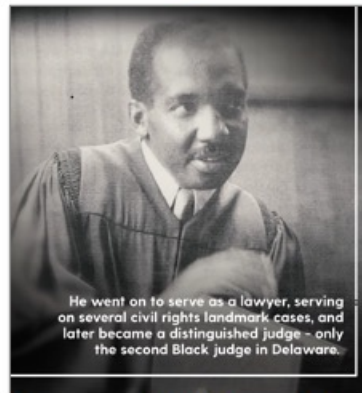
- Classes began online for first week
 - Allowed for quarantine/isolation after pre-arrival testing
 - Provided equity in course delivery for all students
 - Resumed regular modality Feb. 14
- ~7,000 students in residence halls
- Full slate of Student Life and Athletics/Recreation Services activities and resources

Enriching the student experience throughout UD

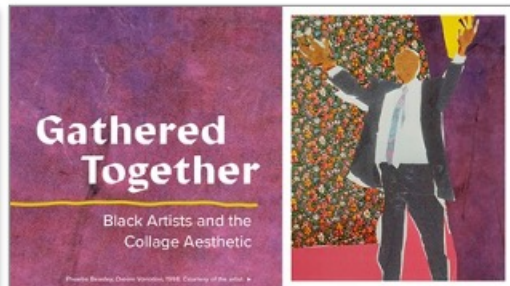
- Creation and launch of the Student Success Council
- Launch of the Intercultural Engagement Center project
- Rae Chresfield joins UD as Assistant Vice President for Student Life – Student Wellbeing
- Wellbeing Center official opening set for April



Recognizing Black History Month at UD



Leonard L. “Lenny” Williams, the first Black football player for the Blue Hens and a respected jurist, profiled in UDaily



- Also, “Everyday People” exhibit focused on the **Civil Rights Movement** on display in Morris Library



James M. Jones on “Systemic Racism and Black Survival,”
3:30 pm Feb. 23



Natasha Adair celebrated for her 150th win



Lynnette Young Overby appointed to the National Council on the Humanities

More UDaily stories and a schedule of activities at udel.edu

Afghan students begin new lives at UD

- Nationwide initiative spurred by UD
- 15 students at English Language Institute
 - 41 students at other institutions
- Developing language, academic and leadership skills, then matriculating as bachelor's students
- Wellbeing, outreach, fundraising and other support provided
- Hosted by Newark families
- UD also providing housing for 15 Afghan refugees being resettled by Jewish Family Services of Delaware

Athletics pursues excellence in and out of competition

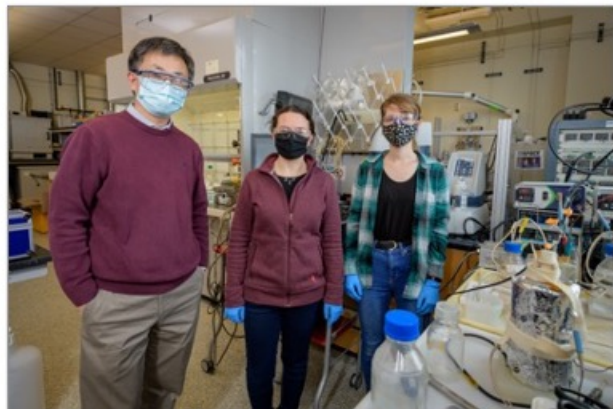
- Christopher Brown hired as Senior Associate Athletics Director for Diversity, Equity and Inclusion
 - Lecturer in Sport Management and Chief Diversity Officer at the University of Kansas
 - Consultant to The Knight Foundation and Great Northeast Athletic Conference
- Fall semester 2021 academic achievements for student-athletes
 - 3.2 cum GPA (12th straight semester >3.0)
 - 193 on Dean's List
- Women's Basketball currently in first place; moving into conference tournament
- Beginning conceptual design for Phase 2 of Field House renovation, to include new home for Football program



Jasmine Dickey

- 2nd highest scorer in U.S. (avg. 26 pts./game)
- Predicted for WNBA draft

Research continues on record-setting pace

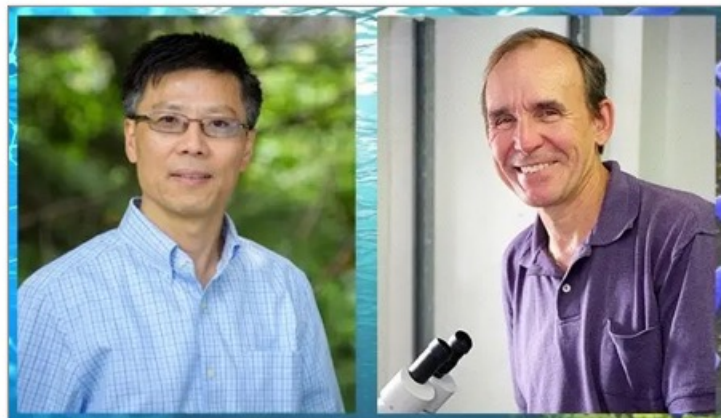


Yushan Yan elected to National Academy of Engineering

- NAE citation: "For creativity, innovation, and entrepreneurship in separation membranes and electrochemical reaction engineering, catalysis, and materials"



Melinda Duncan
named NIH INBRE
Principal
Investigator and
Assoc. Vice
President for
Research



Wei-Jun Cai and **David Kirchman**
elected Fellows of American Association
for the Advancement of Science (AAAS)

FY2022 budget update

- ***Projecting all-funds operating budget surplus***

- Positive operating margin consists primarily of self-supporting & basic budget funds

- ***Key Takeaways***

- ***Surplus generated through one time/temporary conditions***

- One-time federal funding
- Temporary spending compression
 - Personnel: longer times to hire, delays in hiring
 - Non-salary supply chain issues and inability to travel
- COVID costs of \$5M-\$7M projected versus budgeted \$2.5M, masked by overall reduced non salary spend

- ***Financial aid need continues to increase, offset this year by one-time federal funds***

- Total undergraduate discount rate has increased to 31% vs. 26% (budgeted)

- ***Study abroad and ELL down; Winter Session revenue lower than pre-pandemic levels***

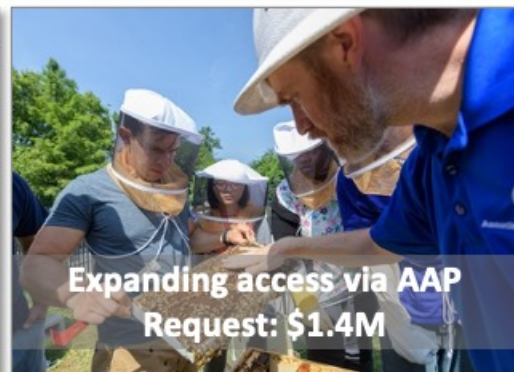
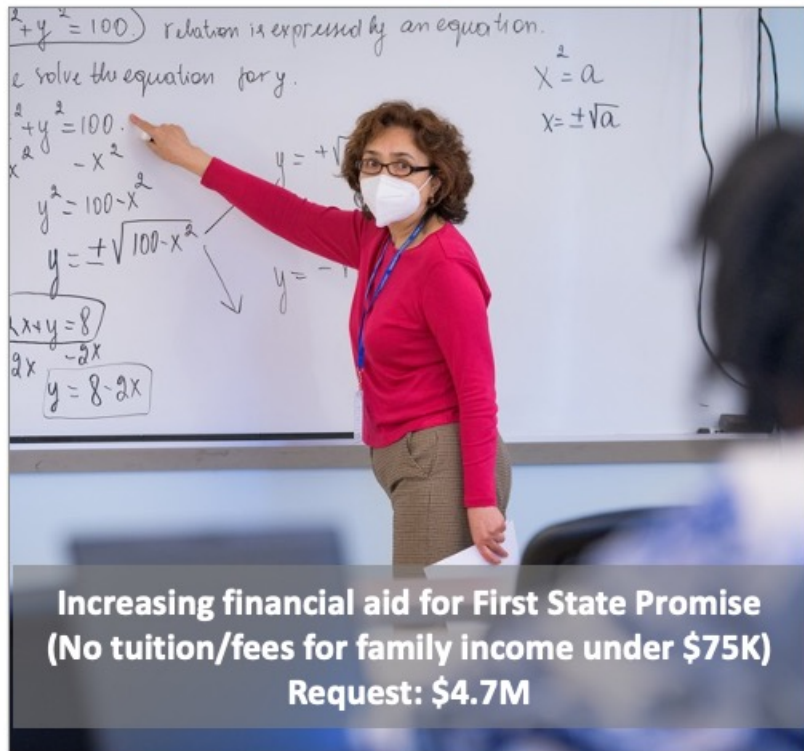
- ***Net graduate revenue does not appear significantly increased – contract revenue in self supporting***

Building the Fall '22 First-Year Class

	Apps '21	Apps '22	Change
Applicants by Decision Plan			
Early Action	15,924	16,068	0.9%
Regular Decision	17,273	18,644	7.9%
Total	33,197	34,712	4.6%
Applicants by Residency (for tuition purposes)			
Non-Residents	29,462	31,109	5.6%
Residents	3,735	3,602	-3.6%
Total	33,197	34,711	4.6%

Data as of Feb. 14

FY23 state operating requests: *Expanding opportunities*



Delaware First continues to fuel transformation

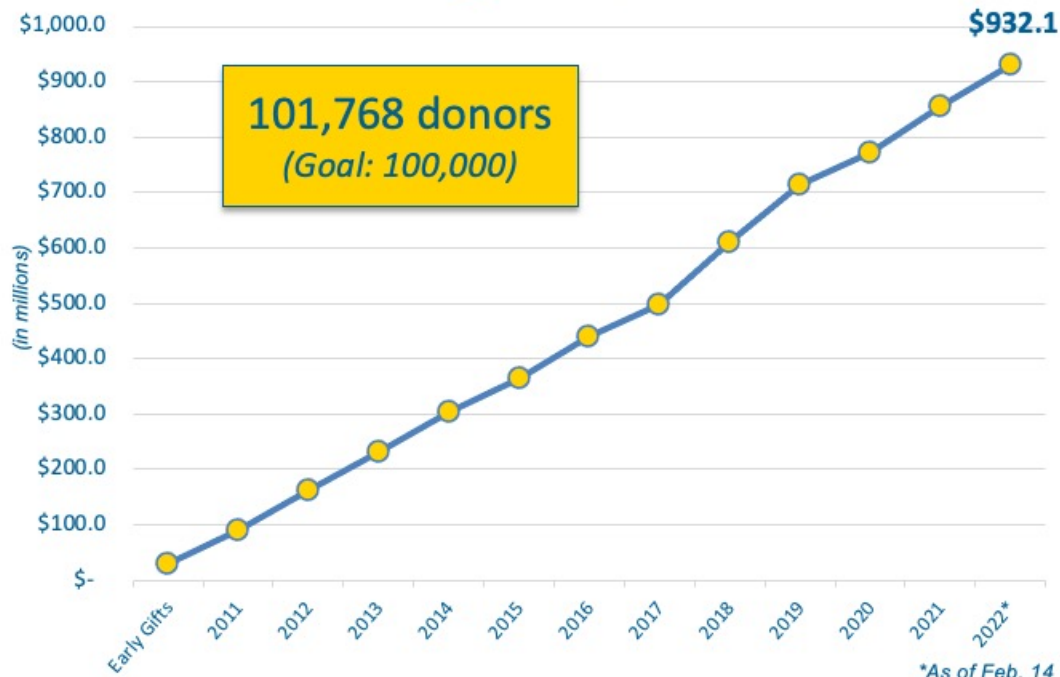


Gifts from Dan Chester support students & faculty in College of Engineering



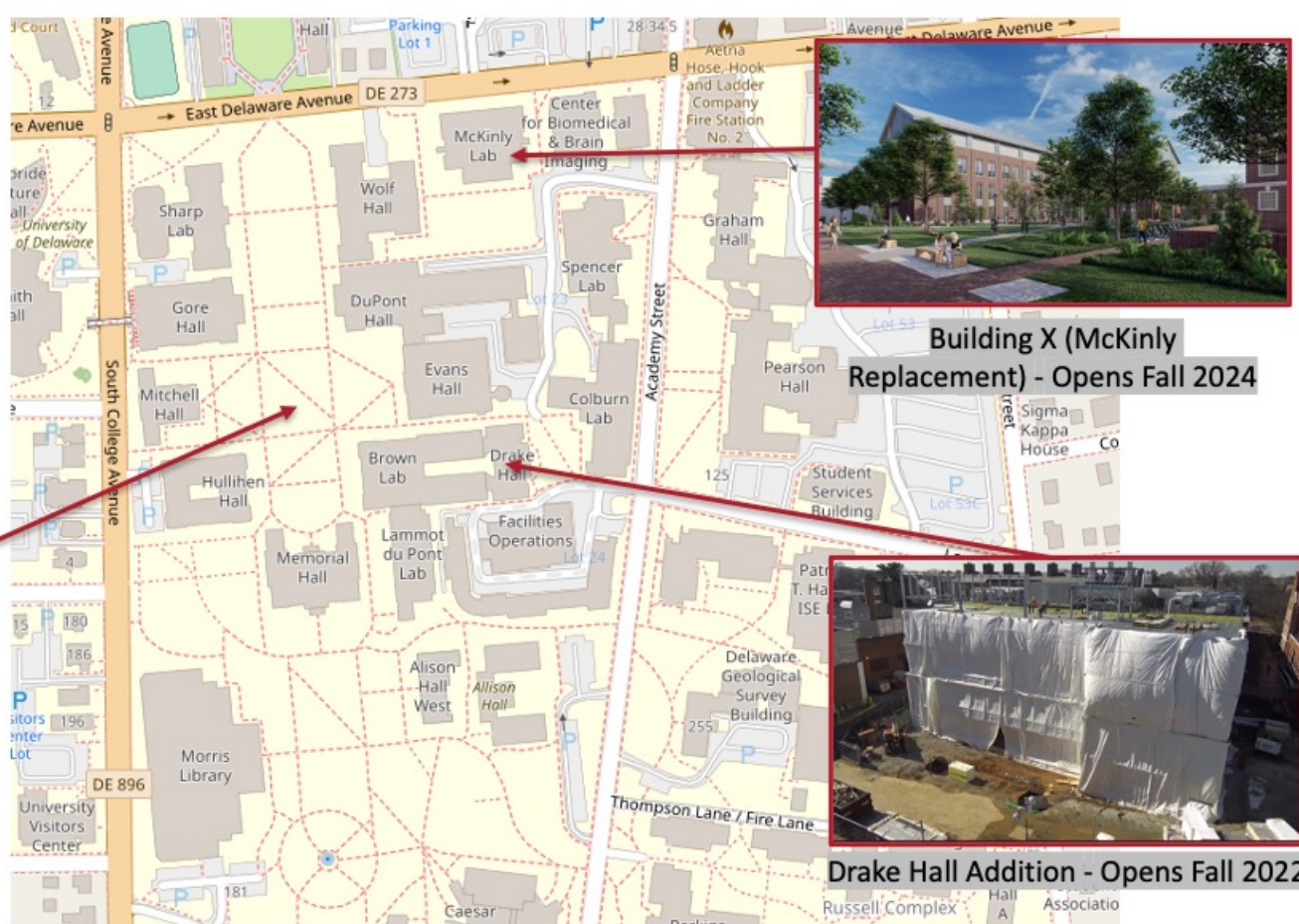
Endowed scholarship created by Predictive Analytics Group, formed by 3 UD alumni

Advancing Toward \$1B Goal



Some current capital projects underway on The Green

Evans Hall Heating & Cooling Replacement - Complete



Refreshing the University's Strategic Plan

- ☒ March 2021 — Steering committee and working groups formed
- ☒ April 2021 — Working groups begin meeting
- ☒ May 2021 — Working groups host community forums to present their preliminary work and gather feedback
- ☒ June 2021 — Working groups submit reports and recommendations to the Steering Committee
- ☒ Summer 2021 — Synthesis of the working groups' reports into a workable draft based on the previous strategic plan
- ☒ Fall 2021 — Further refinements and reviews by the working groups, Steering Committee, Trustees
- ☐ February 2022 — Incorporating feedback on final draft from Trustees, Faculty Senate, President's Roundtable, Working Groups, etc.
- ☐ March 2022 — Approval and adoption of the strategic plan by the Board of Trustees

Our Mission

Today the University of Delaware is a land-grant, sea-grant, and space-grant, major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education.

UD faculty are committed to the intellectual, cultural, and ethical development of students as citizens, scholars and professionals.

UD graduates are prepared to contribute to a global and diverse society that requires leaders with creativity, integrity and dedication to service.



Strategic Plan: *Advancing the Mission*

This effort comes as the University continues to emerge from the unprecedented challenges presented by the COVID-19 pandemic.

We seek to embrace the opportunities and lessons of this historic event to further strengthen our operations and aspirations.

Ultimately, we aim to continually enhance our excellence and be recognized among the top 25 public higher education institutions in the nation.



Highlighting initiatives that bring the strategic plan to life

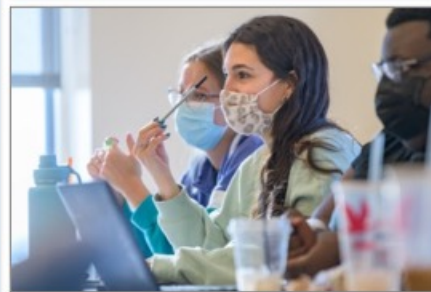
Serving the First State



Pursuing sustainability throughout UD



\$500M invested at STAR



2,000+ Delawareans have earned a bachelor's degree after starting in AAP



New Social Justice Peer Educator program created in 2021 to promote student diversity and inclusion by training fellow students

UD expanded investment in online education and helped faculty adapt their courses for online delivery



Advancing diversity, equity, inclusion & social justice

- 2021 first-year class
— ~30% increase in Black students,
~28% increase in Hispanic students
- URM faculty up 28% since 2016
- Created Office of Institutional Equity, Diversity & Inclusion
- Elevated Chief Diversity Officer to Vice President of Institutional Equity
- Supporting the UD Antiracism Initiative
- Joined the Universities Studying Slavery Consortium

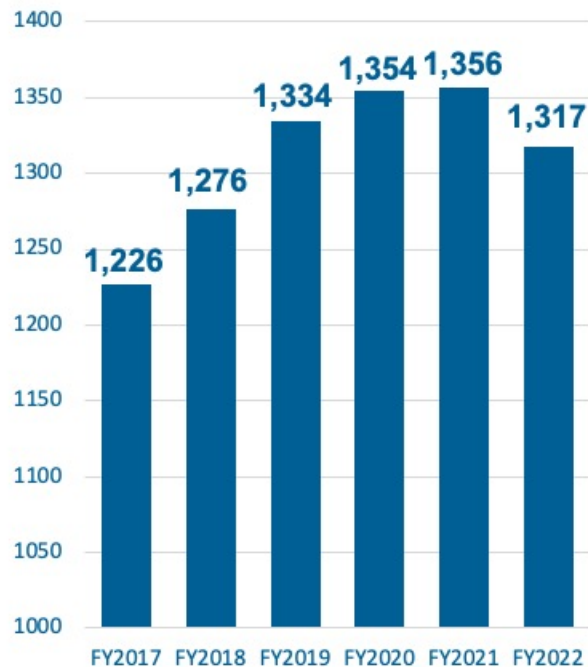
69%

Increase in underrepresented minority undergraduates since 2011

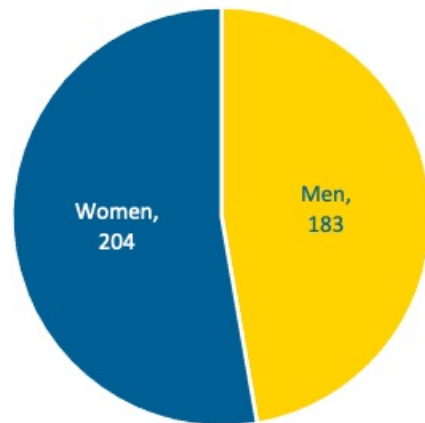
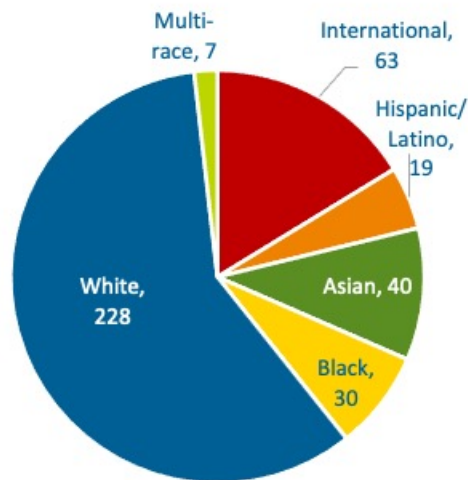


Growing and diversifying our distinguished faculty

All Faculty



387 New Hires Since 2016



Members of National Academies, Alison
Professors, endowed and chaired professors

Strategic Plan: *Prioritizing & Expanding Student Success in the Post-Pandemic Era*

Our Vision

- Draw students from a large and diverse enrollment pipeline, encompassing high schools and non-traditional pathways, that prepares prospective students for success at UD.
- Ensure that a UD education remains accessible and affordable for students and their families.
- Provide a rigorous, innovative and interdisciplinary academic core that meets the needs of all students and enables their lifelong success in a dynamic and global workplace and society.
- Offer robust co-curricular and support systems that are readily accessible and deeply integrated into the experience of every student.
- Lead our graduates to meaningful and fulfilling careers by developing in them core competencies that increase their resilience and prepare them to succeed in an ever-changing environment.



Strategic Plan: *Prioritizing & Expanding Student Success in the Post-Pandemic Era*

Activities

- Develop a multi-year enrollment and net tuition strategy
- Inventory and assess all existing pipeline programs
- Connect pre-college efforts to our curricular, co-curricular and student support enterprises
- Continue to promote Blue Hen athletics and other competitive programming
- Integrate various academic pathways
- Continue to refine the optimal mix of online, in-person and hybrid course delivery
- Fully utilize special academic sessions
- Redesign first-year courses and curriculum
- Redesign the Associate in Arts Program
- Create new pathways to allow more rapid degree completion
- Continue to expand and refine an integrated and holistic advising and mentoring model
- Leverage the positioning and resources of the Graduate College
- Integrate internships, professional experiences and career preparation into all undergraduate programs
- Expand academic and co-curricular partnerships with higher education institutions
- Create a standing student success council

Strategic Plan: *Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural Campus*



Our Vision

- Advance greater access, equity and participation for all members of the University community.
- Be actively anti-racist and drive curricular and co-curricular initiatives to address racism.
- Provide strong intercultural programs and initiatives, as well as physical spaces, that encourage and enable all members of the University community to connect, learn, grow and collaborate.
- Demonstrate “equity in action” by connecting, coordinating and strengthening the University’s efforts in diversity and community engagement.

Strategic Plan: *Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural Campus*

Activities

- Explore opportunities to support increasing financial aid for underrepresented minority and high-need students
- Review and revise the academic curriculum to integrate diversity, equity and inclusion concepts
- Provide ongoing training, a common linguistic framework and other resources to faculty to help them facilitate open and productive dialogue
- Continue to strengthen our administrative infrastructure
- Continue to strengthen the UD community's understanding of social justice principles
- Leverage our own DEI expertise by encouraging and enabling faculty to share their scholarship and perspectives with other faculty and staff
- Conduct regular surveys and focus groups to gauge UD's progress in building an inclusive climate and culture
- Advance the diversity of our faculty and staff
- Create and/or strengthen a mentoring program focused on the retention and promotion of underrepresented minority faculty and staff
- Develop and strengthen intercultural resources on campus
- Develop a strategic vision and strong identity of the Community Engagement Initiative

Strategic Plan: *Expanding Interdisciplinary & Global Opportunities*

Our Vision

- Engage in teaching and research that transcend disciplinary boundaries and employ radically different approaches to yield deeper insights and innovative solutions to the world's most challenging problems.
- Instill in our students the essential skills of interdisciplinary communication, critical problem-solving, leadership and teamwork in order to foster creativity, inventiveness and imagination.
- Innovate in global education and develop in all students the knowledge, skills and mindset they need to be globally engaged citizens.
- Be recognized for academic and research excellence in the international community.



Strategic Plan: *Expanding Interdisciplinary & Global Opportunities*

Activities

- Identify and address the cultural and disciplinary barriers to developing more flexible and interdisciplinary academic programs at the undergraduate and graduate levels
- Explore ways to make the undergraduate curriculum more flexible to facilitate interdisciplinary degree programs
- Ensure that the University's policies, procedures and data systems track and support interdisciplinary collaboration in instruction and research
- Develop incentives for interdisciplinary collaboration
- Ensure faculty are supported in the development of interdisciplinary coursework
- Develop a strategic plan for global education
- Secure external funding to enable students from low-income households to participate in study-abroad experiences
- Leverage global partnerships and recruitment programs to significantly increase the number of international undergraduates on campus
- Continue to support the international student experience
- Embed global learning outcomes into the curriculum
- Embed international perspectives into First-Year Seminars and other early and transitional learning experiences

Strategic Plan: *Redefining Creativity, Innovation & Entrepreneurship*



Our Vision

- Cultivate an immersive academic culture that stimulates creative expression at the boundaries of expertise, encourages novel approaches to complex challenges, and values an entrepreneurial mindset in all areas.
- Focus this innovative mindset on our own actions, as well, by developing and deploying the best pedagogical approaches and pushing what is possible in multiple teaching and performance modalities for the benefit of our students.
- Support collaboration and deep engagement within the University and with external partners.
- Apply our knowledge, discoveries and resources to help build a robust, resilient, creative and sustainable economy for Delaware and the region.

Strategic Plan: *Redefining Creativity, Innovation & Entrepreneurship*

Activities

- Explore consolidation and realignment of administrative infrastructure to strengthen technical and administrative support for inventors, innovators, artists and entrepreneurs
- Expand opportunities for students to engage in creative and innovative curricular and co-curricular activities
- Create structures and develop mechanisms for members of the University community and external partners to exchange ideas
- Expand community partnerships and extend engagement to more non-governmental organizations and nonprofit organizations
- Review and refine promotion-and-tenure guidelines to ensure appropriate recognition and reward for innovation and creativity
- Foster and promote innovative teaching methods throughout the University
- Pursue actions leading to recognition as an APLU Innovation & Economic Prosperity (IEP) University
- Leverage and promote current or developing innovation and incubator facilities throughout the University in partnership with the local community

Strategic Plan: *Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus*

Our Vision

- Attract, retain and develop excellent faculty and staff to enable the University to fulfill its mission, both now and for future generations.
- Enhance the University's physical and technological infrastructure to enable our people to do their best work efficiently and effectively.
- Blend the physical and virtual worlds, while developing the campus and facilities of the future.
- Enable a culture of operational excellence throughout the University.



Strategic Plan: *Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus*

Activities

- Develop and implement a comprehensive plan for faculty hiring, retention, workload, productivity, promotion and other critical issues
- Develop and implement a multi-year staffing plan
- Develop a comprehensive multi-year capital plan
- Create a state-of-the-art facility for interdisciplinary education and research in human disease, developmental disorders, neuroscience and human behavior
- Develop a high-impact, interdisciplinary nexus for social sciences, education, and public policy
- Continue to transform engineering and science facilities
- Develop and expand the Lewes campus
- Develop physical spaces for the reimagined AAP
- Continue to develop the STAR Campus
- Develop a student affairs master plan
- Continue to transform athletics and recreation spaces
- Develop and implement an IT strategic plan
- Create and implement a sustainability plan
- Continue to enhance budget and financial models that promote financial stability and sustainability
- Continue to deepen relationships and engagement with alumni, donors and prospects

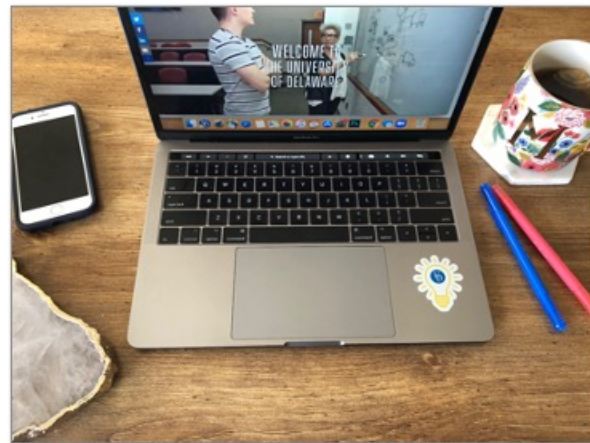
Considering the future of remote work

Advantages

- Access to greater pool of talent
- Competitive with other institutions offering hybrid work options
- Better work-life balance for employees
- Reduced need for campus parking
- Space reconfiguration opportunities, savings with increased efficiency, meeting sustainability goals

Evaluating work

- Focus on work product, not just hours
- Evaluate what type of work is better conducted on site and what may be done remotely or in hybrid formats



The Future of Working at UD

udel.edu/faculty-staff/human-resources/future-of-working/

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President Dennis Assanis

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