

Board of Trustees

President Dennis Assanis

December 8, 2020



A wide-angle photograph of a university campus. In the foreground, a red brick path curves around a large, well-maintained green lawn. Several large, mature trees with bare branches are scattered across the scene, suggesting a late autumn or winter setting. In the background, brick university buildings are visible under a clear blue sky. The text "Thank You!" is superimposed in large white letters across the middle of the image.

Thank You!



Fighting COVID-19 and slowing the spread

- 18,000+ tests administered on campus since Aug. 31
 - 45 employees operate surveillance testing sites and Allen Lab
 - Partnership with DEMA and NCCo for campus-based testing
- Data dashboard tracks cases and resources
- Quarantine/isolation spaces on campus
- Stepped-up cleaning protocols
- Successful “Protect the Flock” campaign promotes healthy behaviors



Innovating new academic models

Rethinking assessment

"The weekly low-stakes quizzes and discussions ultimately help students ... learn and retain better. They aren't so stressed about memorizing big chunks of information for a high-stakes test."



— Lydia Timmins, Communication, who uses asynchronous readings, videos, discussion boards and more writing assignments now

A fresh focus on teaching

"Online teaching isn't simply 'putting your course online' but instead, rethinking assignments/projects and how to meet the learning goals to create a whole different course that actually works *better* online."

— Katya Roelse, Fashion and Apparel Studies

Building on success

"Online teaching might have been born of necessity, but it also provides new tools, techniques and modes of reaching and inspiring students that I can continue to keep in my teaching toolkit as we (hopefully) move back into classrooms in the future."

— Jennifer Van Horn, Art History and History

Training for
1,200+ faculty
to improve
their online
courses

Resilient students

"My advice to anyone is to never give up. Times will be tough, and limits will be pushed, but keep on persevering because there is light at the end of the tunnel."



— Drew Huffer, junior, Civil Engineering

Early College Credit Program adds pipeline to UD

- Free dual-enrollment option for all Delaware high school students, launched in fall 2020
- 286 students registered to participate in AY 2020-21
 - Participation already greater than typical year's worth of all other UD dual-enrollment opportunities
 - 13 schools from all three counties
- Courses offered online and asynchronously
 - Sociology, Communications, Astronomy and Food Science
- CTAL/PCS now recruiting faculty for AY 2021-22
 - Expecting significant growth in courses offered, high schools participating, and students participating



Research makes global impact



Advancing inclusive excellence at every level



Fatimah Conley

Interim Chief Diversity
Officer

Office of Institutional Equity, Diversity and Inclusion

- Vice Provost for Diversity — Advancing UD's academic mission and goals
- Student Diversity and Inclusion — Providing programming, advocacy, services and support resources throughout Student Life
- Center for Black Culture — Creating a supportive environment for Black students and other underrepresented students, and working to educate the larger community on their challenges, needs and interests
- Office of Disability Support Services — Supporting the academic experience of individuals with disabilities
- Office of Equity and Inclusion — Providing leadership and support in creating an equitable, diverse and inclusive working and learning environment

New leadership vision for new ventures



Louis Rossi

- Dean of Graduate College and Vice Provost for Graduate and Professional Education



Maria P. Aristigueta

- Dean of Joseph R. Biden, Jr. School of Public Policy & Administration



Michael Chajes

- Dean of the Honors College

Communications keep UD community informed



Outreach and engagement

- Town halls and student/forums
- Faculty Senate and Faculty Senate Budget Committee
- President's Roundtable, Deans meetings & Chairs' Caucus
- 25 presidential email communications campus-wide

udel.edu/coronavirus

- 1.1M pageviews since February
- 112 FAQs — Academics, campus life, health & safety, tuition & fees, working at UD, etc.

coronavirus@udel.edu & call center

- ~2,600 emails (ongoing) and ~1,400 phone calls (March)

Weekly COVID-related email updates

Social media — 144 posts with 2M impressions

FY2021 — Mitigating the impact on UD's budget

FINANCIAL IMPACTS	MITIGATION STEPS
Tuition frozen at 2019-20 rate	University-wide salary & hiring freeze
Enrollment declines — First-year & sophomores	Salary cut for senior administrators
Increased financial aid	Reductions in all discretionary spending
Decline in residence hall revenue	Reductions in part-time workforce
Increase in COVID-related expenses	Drawing \$82M from endowment portfolio
Decline in revenue from events	Voluntary retirement incentive — 133 employees
Investments in online learning and faculty training	5% salary cut for non-union staff, w/9 days unpaid leave
Reduction in gift revenue and interest income	Voluntary schedule/salary reductions
Additional revenue reductions & expense increases	Personnel reductions — 122 FT staff
Operating budget deficit — \$228M-\$288M	Mitigation steps — \$205M

Delaware Higher Education Support Fund

\$45M in State's Coronavirus Relief Fund

- Eligible expenses must be directly attributable to COVID-19 response
 - Ex.: PPE, technology to enable remote teaching/learning/working, environmental modifications (Plexiglas, signage, etc.)
- Eligible institutions: UD, Delaware State, Delaware Tech, Delaware College of Art & Design, Goldey-Beacom College, Wesley College



Delaware First demonstrates UD's generosity



* As of Dec. 7, 2020

Winter Session shows significant increase

- >10,200 students registered — 140% of typical
 - ~9,500 undergraduates, with 300% increase in non-resident freshmen
- Almost 100% of undergraduates taking a Winter class are using their “free” credits carried from the fall semester

Spring semester outlook

- Advisors working with new/deferred students
- Reaching out to students who haven't registered yet



Surveillance testing program in spring 2021

Ramping up to meet greater need

- Planning to test everyone entering campus buildings (students, faculty and staff) once a week
- Expanding testing to handle ~6,000 tests per week, compared to 1,000-2,000 tests per week now
- On-campus testing four days a week (Monday through Thursday), beginning Feb. 8
- Expecting assistance from the State with walk-up and drive-up testing

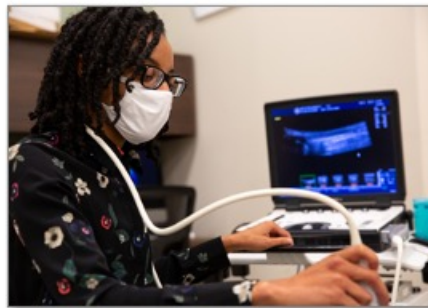


Housing for Spring Semester 2021

- Target: Moving from <20% occupancy (~1,300) to 60% occupancy (~4,000)
 - Seeking to house first-years, seniors and students who want the on-campus experience
- Currently: 3,878 students have committed to housing contracts for spring 2021
- Will open housing to non-contract holders on Monday, Dec. 15
 - Expecting additional new students, transfers and returning students will apply for spring housing



Opportunities Ahead — Our People



Applications for Fall 2021

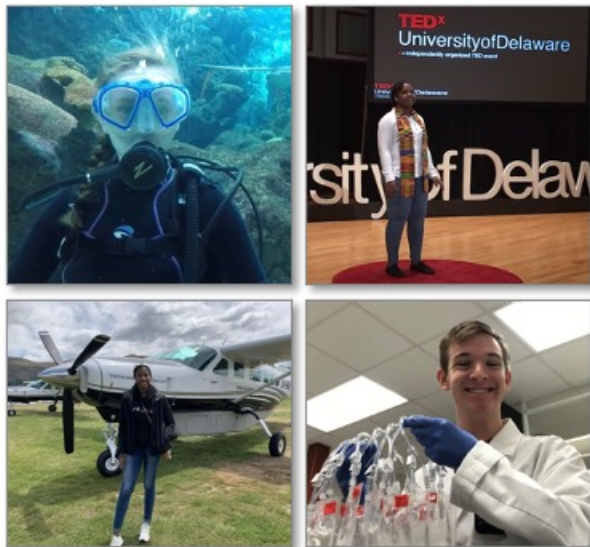
- Early Action apps are strategic opportunity to increase yield of high-quality students
- Already offered admission to ~7,000 students (~1,000 more than last year at this time)

<i>As of Dec. 6</i>	2019	2020	2021	2020-21 change
TOTAL	14,658	25,373	24,245	-4.4%
Applicants by decision plan				
Early Action	NA	15,787	15,895	+0.7%
Regular Decision	14,658	9,586	8,350	-12.9%

Opportunities Ahead — Our People



Opportunities Ahead — Our Programs



UD Honors College

Attracting and challenging students who are bright, enthusiastic and intellectually curious

Graduate College

- 2 new programs
 - PhD in Neuroscience
 - MA/PhD in Education & Social Policy
- 4 existing programs moving to Graduate College
- Online marketing campaign yielded ~200 new students this fall
- Launch of Competitive Counteroffer Program to attract the best students



Opportunities Ahead — Our Programs

Seven professors named Highly Cited Researchers

- Top 1% in citations worldwide

Center for Hybrid, Active and Responsive Materials (CHARM)

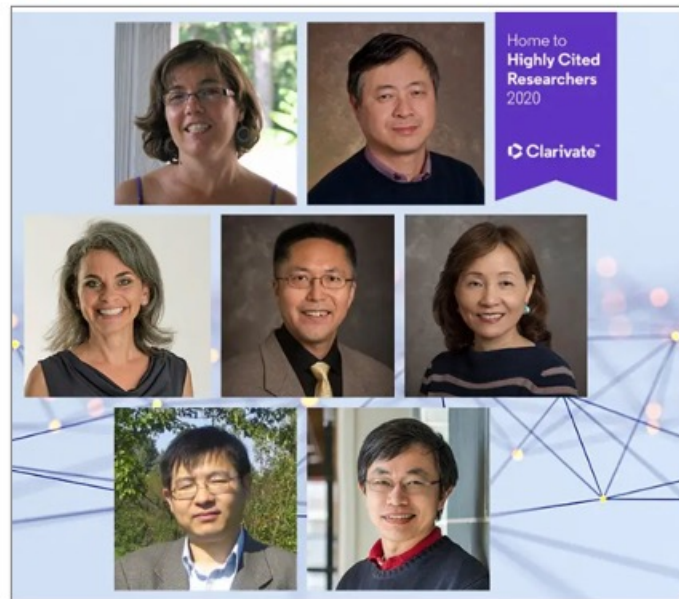
- \$18M from NSF for materials science research, with potential for innovations in biomedicine, security, sensing and more

Center for Plastics Innovation

- \$11.7M Energy Dept. grant to turn plastic waste into fuels, lubricants, etc.

Centers for Biomedical Research Excellence

- \$11.8M renewal grant for discovery of chemical probes & therapeutic leads



Opportunities Ahead — Our Programs

National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL)

- Currently, 69 industry partners and 95 non-profit/academic partners
- Has funded 79 projects with total investment of \$69M+
- CARES Act Funding for COVID-19 response — \$8.9M million



Opportunities Ahead — The Biden Effect

Biden Institute



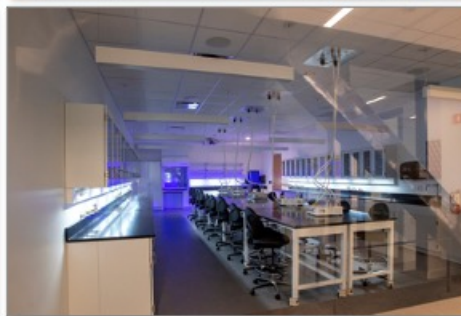
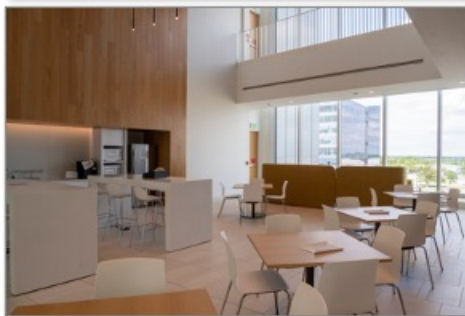
Biden School of Public Policy & Administration

Recent webinars on critical topics

- COVID-19 response and recovery
- Race and healthcare inequities
- Public monuments and racial tensions
- Sustainable energy policies in island countries
- Affordable housing needs and policies

Biden Hall — Proposed interdisciplinary intellectual hub to bring together people with disparate views to work toward the common good

Opportunities Ahead — Our Places



Ammon Pinizzotto Biopharmaceutical Innovation Center

➤ Complete!

Opportunities Ahead — Our Places



Whitney Athletic Center

- Flacco Family Strength & Conditioning Center now in use; remainder of facility to be completed soon

Opportunities Ahead — Our Places



Worrilow Hall

- To be completed soon; occupancy in January

Opportunities Ahead — Our Places

Capital projects supported by State and/or public-private partnerships in FY2022

- Drake Hall addition — \$18M
- Drake Lab deferred maintenance — \$10M
- Mathematical Science Learning Lab — \$6M
- Evans Hall heating & cooling — \$5M
- STAR Campus infrastructure — \$5M
- Colburn Lab renovation — \$4M



Opportunities Ahead — Our Places



Wellbeing Center at Warner Hall

- Scheduled for completion in March

Opportunities Ahead — Our Places



Fintech facility

- Scheduled for completion August 2022



Planning for 2021 and beyond

Institutional Goals for 2020-21

- Prioritize the health and safety of the community
- Address budget challenges effectively
- Align revenue and expenses
- Enhance UD excellence
- Bolster diversity, equity & inclusion
- Strengthen staff to efficiently achieve our goals
- Optimize facility use
- Advance UD's strategic plan

UD Strategic Plan

- ❖ Reimagine UD's role in a post-COVID world
- ❖ Leverage the investments made in 2016-2020



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