Board of Trustees Retreat

President Dennis Assanis
October 5, 2023
Rankings continue to recognize UD excellence

U.S. News & World Report

- #76 overall national ranking — Climbing 13 spots from last year
- #36 among top publics — Climbing 2 spots from last year

Top undergraduate programs

- Chemical Engineering #5
- Engineering
- Psychology
- Computer Science
- Business
- Economics
- Nursing

Also listed among Best Value Schools, Best Colleges for Veterans and Best Undergraduate Teaching

Chemical Engineering research explores how dormant breast cancer cells can reactivate
USNWR rankings methodology changes

2024 Best Colleges — 10 factors and 19 indicators (vs. 6 factors and 16 indicators last year)

- Data not collected or computed last year for 8 of the 19 current indicators

Factors removed:
- Alumni giving
- Class size
- High school class standing
- Proportion of instructional faculty with terminal degrees
- Proportion of graduates who borrowed federal loans

Factors added:
- Faculty research
- College graduates earning more than a high school graduate
- Social mobility now includes first-generation graduation rates in addition to Pell graduation rates
UD is strong in key rankings measurements

<table>
<thead>
<tr>
<th>Metric</th>
<th>Score</th>
<th>Change Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardized Test Scores (Median SAT and ACT)</td>
<td>1190-1360</td>
<td>Up 20-10 from last year (was 1170-1350)</td>
</tr>
<tr>
<td>First-Year Retention Rate</td>
<td>91%</td>
<td>Unchanged from last year</td>
</tr>
<tr>
<td>Six-Year Graduation Rate</td>
<td>83%</td>
<td>Down 1% point from last year</td>
</tr>
<tr>
<td>Faculty Salaries</td>
<td>Ranked 49th of 435</td>
<td>Up 30 places since last year</td>
</tr>
</tbody>
</table>
Welcoming the Class of 2027

**Undergraduate Applications (Newark & AAP)**

- Fall 2018: 27,687
- Fall 2019: 26,866
- Fall 2020: 33,656
- Fall 2021: 34,111
- Fall 2022: 35,362
- Fall 2023: 37,667

**Incoming Undergraduates (Newark)**

- Fall 2018: 4,249
- Fall 2019: 4,144
- Fall 2020: 3,734
- Fall 2021: 4,276
- Fall 2022: 4,632
- Fall 2023: 4,205
Ensuring long-term enrollment stability

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate Enrollment</th>
<th>By Residency</th>
<th>Associate in Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Newark Campus)</td>
<td>(Newark Campus)</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>17,669</td>
<td>11,182</td>
<td>841</td>
</tr>
<tr>
<td>2017</td>
<td>18,144</td>
<td>11,584</td>
<td>104</td>
</tr>
<tr>
<td>2018</td>
<td>18,221</td>
<td>11,671</td>
<td>839</td>
</tr>
<tr>
<td>2019</td>
<td>18,135</td>
<td>11,551</td>
<td>912</td>
</tr>
<tr>
<td>2020</td>
<td>17,968</td>
<td>11,150</td>
<td>908</td>
</tr>
<tr>
<td>2021</td>
<td>18,066</td>
<td>11,429</td>
<td>739</td>
</tr>
<tr>
<td>2022</td>
<td>18,135</td>
<td>11,714</td>
<td>599</td>
</tr>
<tr>
<td>2023</td>
<td>18,159</td>
<td>11,949</td>
<td>653</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
Expanding diversity throughout campus

All Domestic Underrepresented Minority Undergraduates (Newark campus)

% of Delawarean Undergraduates who are Underrepresented Minority (Newark Campus)

(Domestic Underrepresented Minority is based on all ethnicity categories and includes Black, Hispanic, Native American Indian, Hawaiian or Other Pacific Islander.)
Women’s Initiative in Service and Education

- WISE Program
  - Intensive English-language coursework
  - Individual tutoring
  - Specialized workshops on financial literacy, time management and more

- 14 Afghans, 1 Iranian
- All have transitioned from ELI to full matriculation
Celebrating a century of study abroad at UD

Video promotions at BWI, Reagan National & Dulles International during NAFSA Conference in Washington, DC

Reception at the French Embassy with Ambassador Laurent Bili and Sen. Chris Coons
Blue Hen student-athletes start season strong

**Women’s Soccer** — Beat Syracuse, first-ever win over a Power 5 school

**Men’s Soccer** — Beat Rutgers, a Power 5 school and Big 10 champion last year

**Field Hockey** — Rolf van de Kerkhof gets 150th win as UD head coach

**Football** — Ranked #9/#10 nationally

**Volleyball** — Started the season 6-0, best since 2007

**Student-athlete GPA** — 2022-23 marked the 10th year with every semester above a 3.0

Season-opener win against Stony Brook, 37-13
PSAC connects students and administration

President’s Student Advisory Council

- 13 undergraduates, 4 graduate students
- Fall semester topic: Civil discourse
- Topics addressed last year: Diversity, sustainability, free speech, campus safety and more
Continuing focus on graduate education

Graduate Student Enrollment

- Domestic
- International

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2,886</td>
<td>1,244</td>
</tr>
<tr>
<td>2020</td>
<td>3,134</td>
<td>1,151</td>
</tr>
<tr>
<td>2021</td>
<td>3,339</td>
<td>1,247</td>
</tr>
<tr>
<td>2022</td>
<td>3,135</td>
<td>1,422</td>
</tr>
<tr>
<td>2023</td>
<td>2,860</td>
<td>1,589</td>
</tr>
</tbody>
</table>

New Graduate Student Orientation
Diversifying our international student enrollment

Change since 2016
- Increase
- No change
- Decrease

(Undergraduate + graduate)

Growth in India, Middle East, Nigeria and others, with reduced reliance on China
Growing and renewing our faculty ranks

LaShanda Korley, Engineering, joined the faculty in 2018 and serves as director of the UD Center for Plastics Innovation and as a U.S. Science Envoy.
Extending our impact through research

A research project in the Move2Learn Lab uses the Nintendo Switch to help children and young adults with autism

Sponsored Expenditures
(in millions)

- Sponsored Research
- Other Sponsored Activities

FY2018: 
- Sponsored Research: $73.1
- Other Sponsored Activities: $145.4
- Total: $218.5

FY2019: 
- Sponsored Research: $80.9
- Other Sponsored Activities: $160.8
- Total: $241.7

FY2020: 
- Sponsored Research: $73.6
- Other Sponsored Activities: $171.5
- Total: $245.1

FY2021: 
- Sponsored Research: $73.7
- Other Sponsored Activities: $184.3
- Total: $258.0

FY2022: 
- Sponsored Research: $83.6
- Other Sponsored Activities: $221.7
- Total: $305.3

FY2023: 
- Sponsored Research: $89.9
- Other Sponsored Activities: $236.8
- Total: $326.7

*Preliminary
Drake Lab project adds chemistry labs

Addition opened Spring 2023

- Organics lab ready for Winter 2024
FinTech Innovation Hub works on financial equity

Rudi Eigenmann
Co-Director of Research

Carlos Asarta
Co-Director of Education & Outreach
New leaders bring fresh energy to UD

William Farquhar
Dean, CHS

Amy Schwartz
Dean, Biden

Fabrice Veron
Dean, CEOE

Oliver Yao
Dean, Lerner

Angela Chen
VP IT

Angela Downin
VP GC

Aimee Turner
VP Finance

Current searches
CAS Dean
CANR Dean
CoE Dean
VP Research
FY24 Institutional Goals

- Develop and implement strategic *multi-year enrollment plan* at the UG and graduate levels
- Develop and implement a *multi-year faculty and staffing plan*
- Develop a *plan to advance equity* that dovetails and aligns with the campus strategic plan
- Develop a comprehensive *multi-year capital plan* – new constructions and deferred maintenance
- Create *10-year financial plan*, including operating and capital budgets
Goal: Multi-year enrollment plan

Principles guiding our planning are centered around student success.
Student Experience Master Plan

Experiential Path

- Informed by Campus Master Plan strategies
- Leverages UD’s signature assets
- Maximizes spatial efficiency
- Focuses on “belonging” spaces; impacting recruitment, retention and success
Goal: Multi-year faculty and staffing plan

- Support University goals, mitigate risks, and align with needs and resources
- Recruit and hire outstanding senior leaders and ensure that continuity plans are in place
- Develop a faculty hiring plan by department and college that is supported by net tuition and external funding
- Attract and retain high-caliber faculty and staff by ensuring competitive compensation and benefits
- Continue to realign organizational structures, policies and procedures to enhance operational excellence
Goal: Advancing equity

- Operationalizing equity initiatives throughout the University with an “Equity First Action Plan”
- Launching an Equitable Leadership Academy for professional development
- Expanding and strengthening active outreach to diverse community partners to expand their access to University procurement

Supplier Diversity Conference, organized by UD
Increasing opportunities for equity and inclusion

Center for Intercultural Engagement

- Perkins Student Center, 2\textsuperscript{nd} floor
  - Food and supply pantry
  - Clothing Coop
  - Interfaith meditation center and prayer room
  - Student Diversity & Inclusion offices
  - Registered student organization offices

Ribbon-cutting
3-5 p.m., Friday, Oct. 6
Goal: Comprehensive multi-year capital plan

- Continue to move current capital projects forward
- Develop a comprehensive deferred maintenance multi-year plan
- Develop and implement short- and long-term student housing plan
- Identify capital project priorities for the next several years, informed by enrollment, research, areas of need for the state and region
- Leverage remote work success to re-imagine space and increase utilization
Design Studio reimagines Spencer Lab space

Makerspace
- 14,000 s.f.
- Metalworking
- Carpentry
- Digital fabrication
- Labs and workshop
- Collaboration, office and storage space

Renovations
- Electrical, mechanical, air handling, lighting, etc.
Building X rises at the heart of campus

An interdisciplinary science facility focusing on human disease, neuroscience and human behavior, and quantum science and engineering

- 4 teaching labs, serving 1,000 students/year
- Home to 50 PIs

Impacts:

- Preparing students in STEM, healthcare, mental health and biomedical fields
- Research partnerships within Delaware and beyond

Anticipated opening Fall 2024
Drawing residential and retail to the STAR mix
Delaware Technology Park project adds hub

“An impressive ecosystem has been built in Newark, and this building will foster continued growth in Delaware’s life science community.”

—Robert Scheer, South Duvall president and life sciences real estate developer

Hub of life sciences and research companies

• ~105,000 s.f. on 6.9 acres
• First tenants expected in 2025
• Wet lab space for commercial spinouts from UD
Goal: 10-year financial plan (operating & capital)

- Ensure enrollment targets and financial aid balance mission aspirations with sustainable net tuition
- Augment 5- and 10-year financial plan with comprehensive external revenue plan
  - Innovation, development
- Target operating margin of 3%-5%
- Develop financing plan for approved capital plan
- Continue to develop financial policies and controls
Biopharma funding leverages greater investment

Ammon Pinizzotto BPI Center
- World-class regional hub for research and innovation
- Attracting >$500M from government and industry partners

SABRE Center
- Biopharmaceutical testing and training of highly skilled workers

Academic programs
- Biopharmaceutical Sciences Master’s and 4+1 BChE/MS
Adding research and training in biomanufacturing

Securing American Biomanufacturing Research & Education (SABRE) Center

- 90,000 sq. ft. on STAR Campus, north of Ammon Pinizzotto BPI Center
- Train workers in current Good Manufacturing Practices (cGMP)
- Support development and manufacturing of cutting-edge such as gene therapies, mRNA vaccines, and other biopharmaceuticals
- All funding from federal and state sources
Entrepreneurial partnership celebrates milestone

$1B raised by start-ups

>100 companies supported

>700 jobs created or retained

(2017-2023)

Versogen is one of the UD-affiliated companies that got its start at the DuPont Experimental Station
Building on the historic success of Delaware First

- Total: $1.05 billion
- Donors: 113,402

Next phase: Presidential initiatives to enhance and expand student access and support
Board of Trustees Retreat

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