

Board of Trustees Retreat

President Dennis Assanis

October 5, 2023

Rankings continue to recognize UD excellence

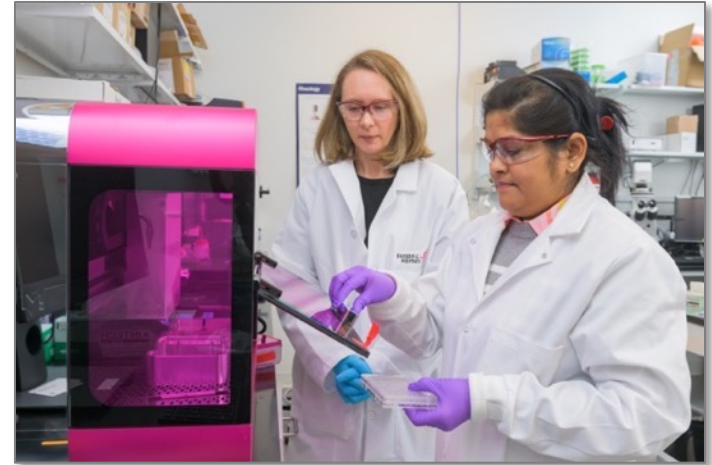
U.S. News & World Report

- #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:

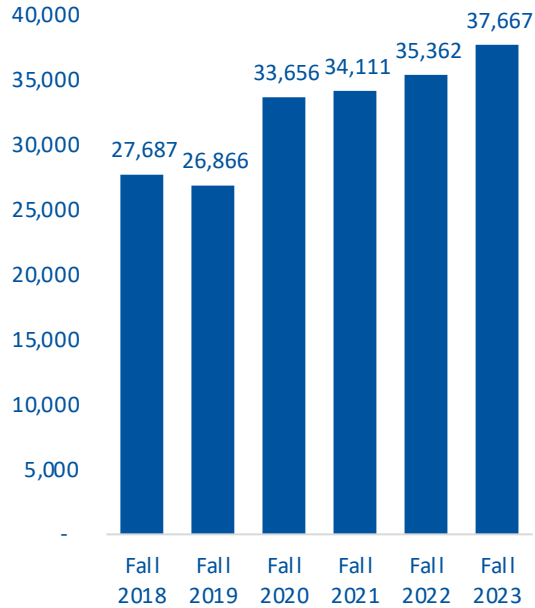
- Faculty research
- College graduates earning more than a high school graduate
- Social mobility now includes first-generation graduation rates in addition to Pell graduation rates

UD is strong in key rankings measurements

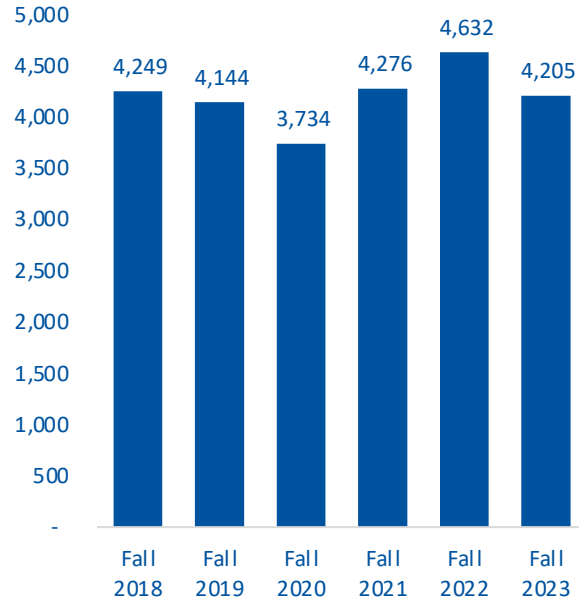
Standardized Test Scores (Median SAT and ACT)	1190-1360	Up 20-10 from last year (was 1170-1350)
First-Year Retention Rate	91%	Unchanged from last year
Six-Year Graduation Rate	83%	Down 1% point from last year
Faculty Salaries	Ranked 49 th of 435	Up 30 places since last year

Welcoming the Class of 2027

Undergraduate Applications (Newark & AAP)

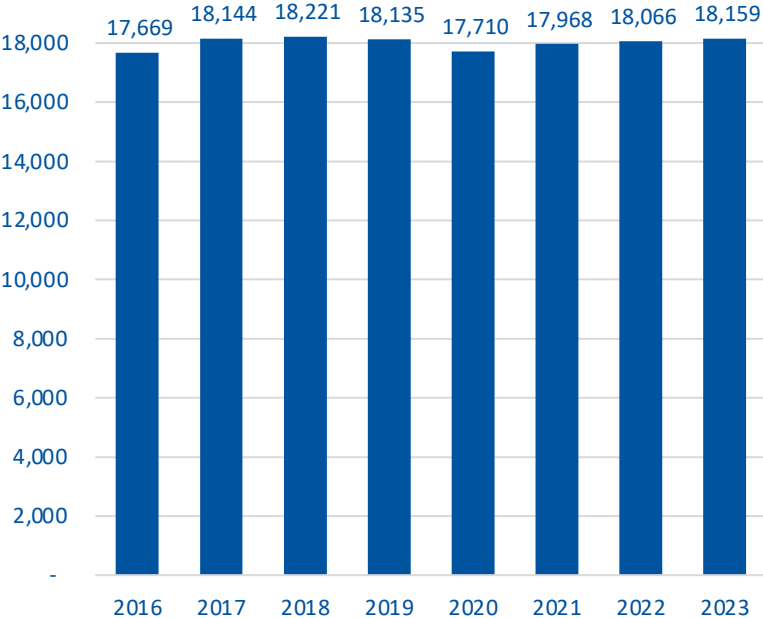


Incoming Undergraduates (Newark)

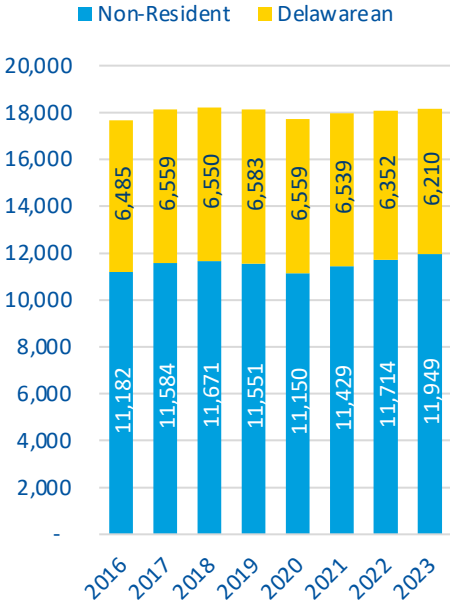


Ensuring long-term enrollment stability

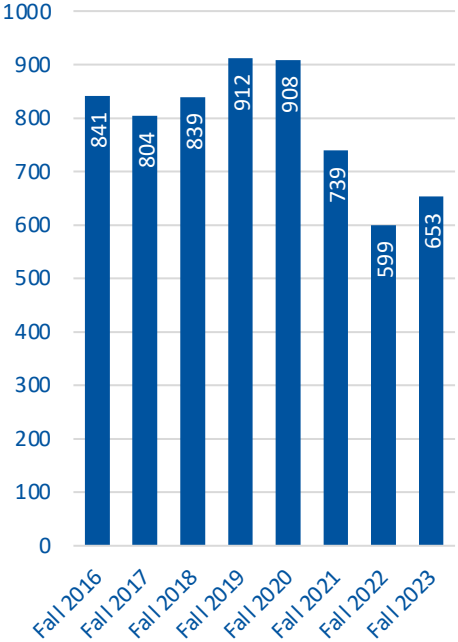
Undergraduate enrollment (Newark Campus)



By residency (Newark Campus)

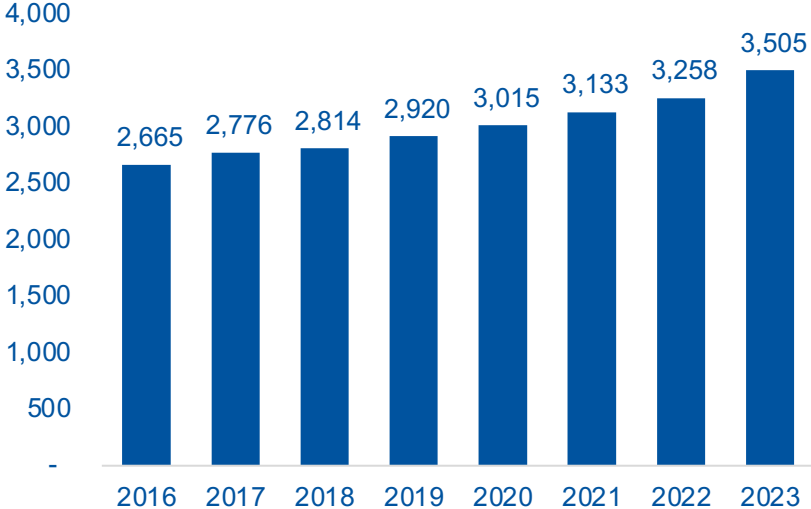


Associate in Arts

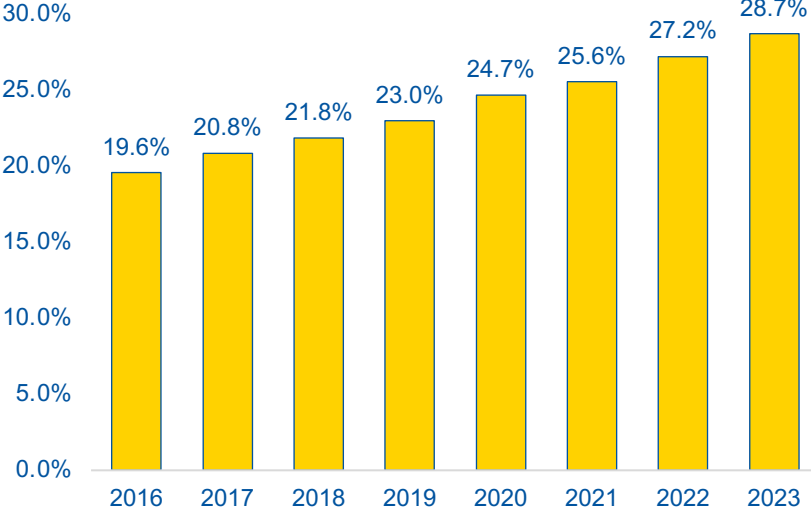


Expanding diversity throughout campus

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



Season-opener win against Stony Brook, 37-13

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 Kerckhof 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

PSAC connects students and administration

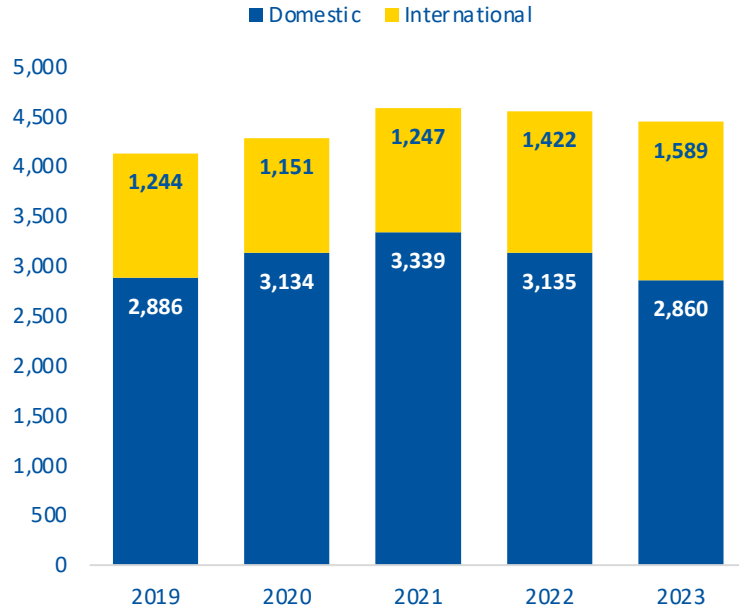


President's Student Advisory Council

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

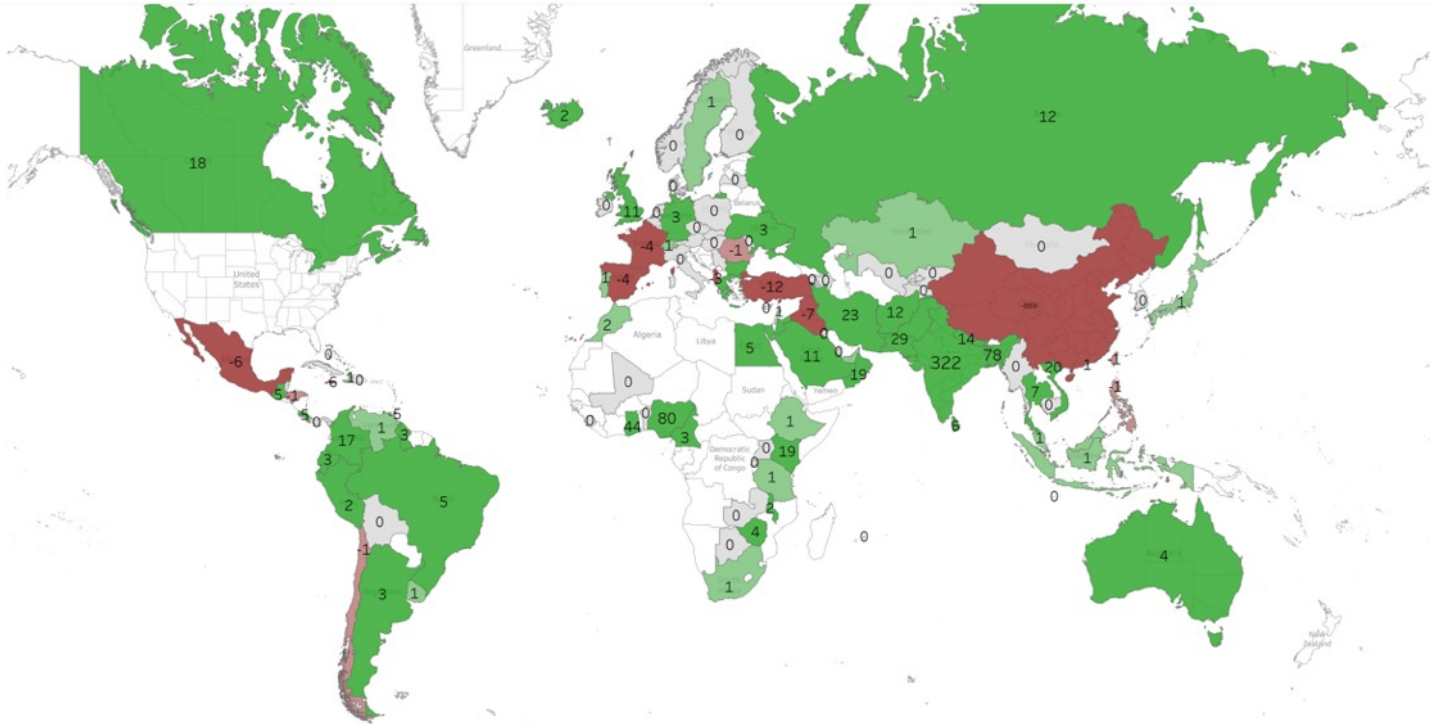
Continuing focus on graduate education

Graduate Student Enrollment



New Graduate Student Orientation

Diversifying our international student enrollment



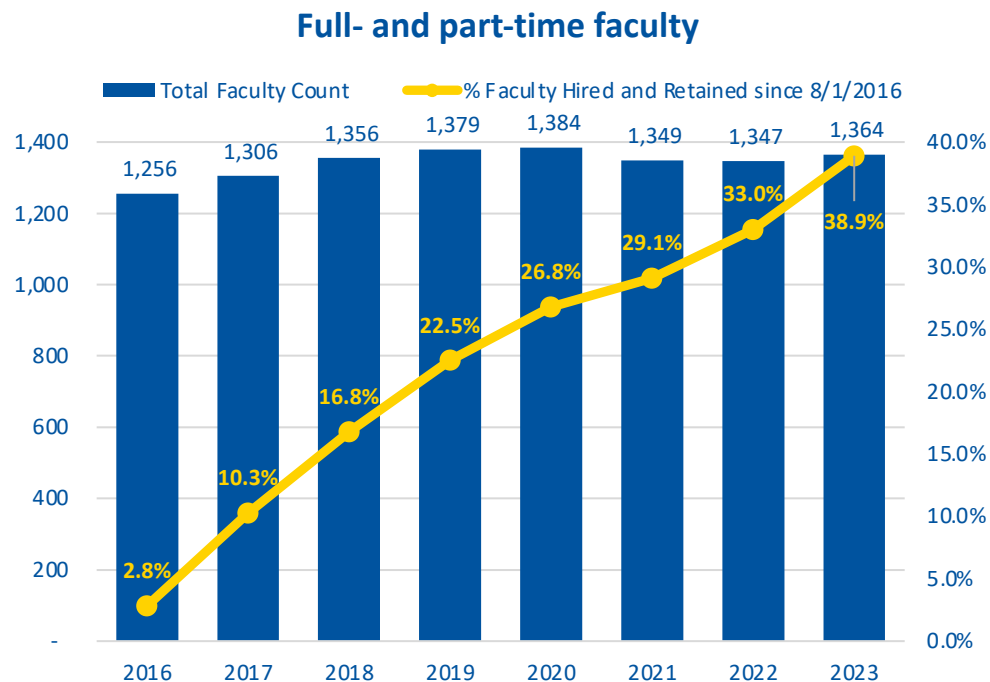
Change since 2016

- 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.

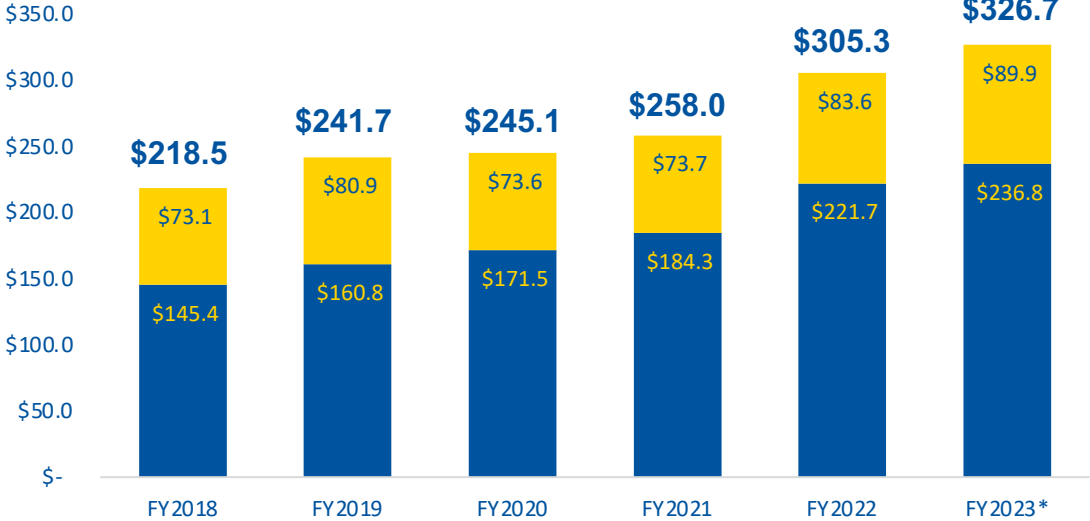
Extending our impact through research



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



*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

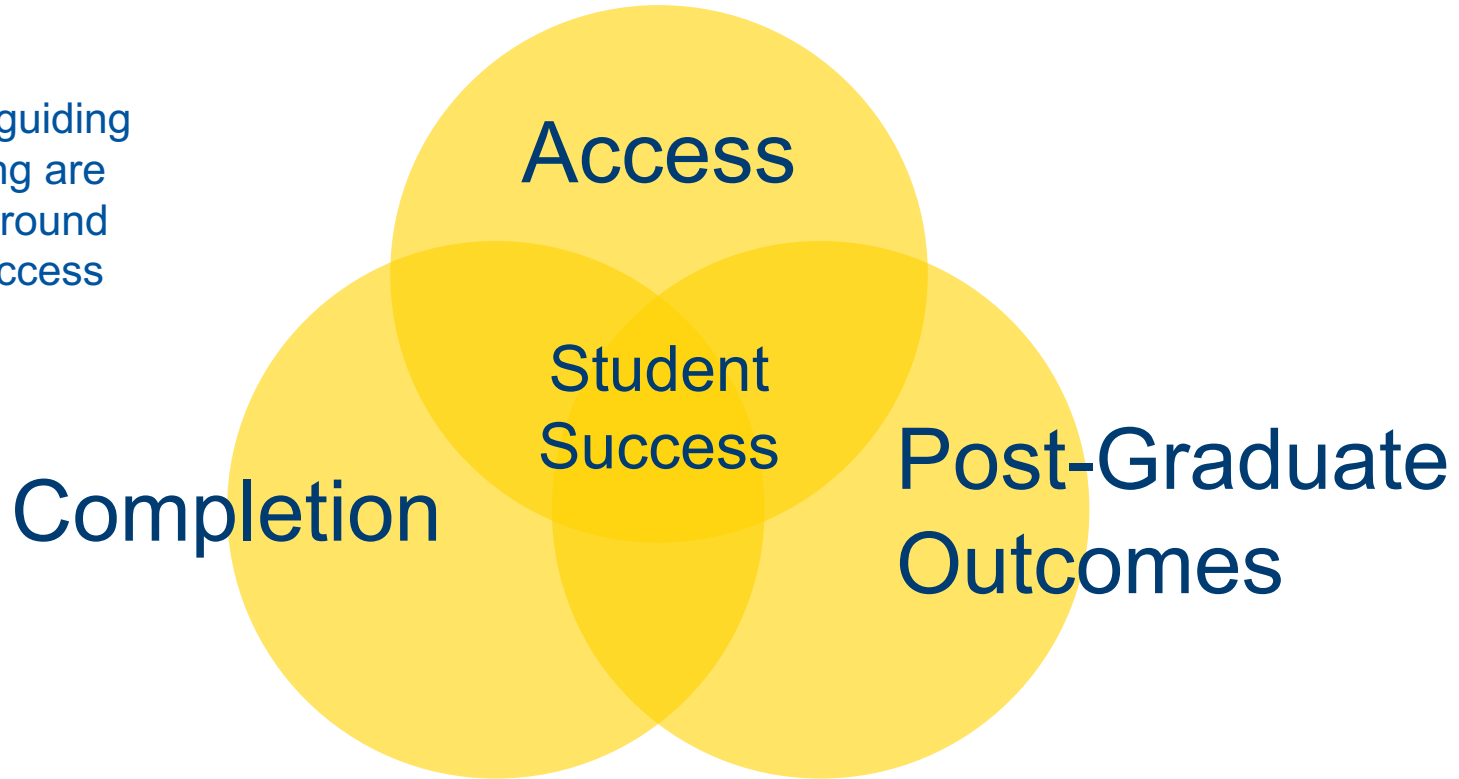
CoE Dean
VP Research

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

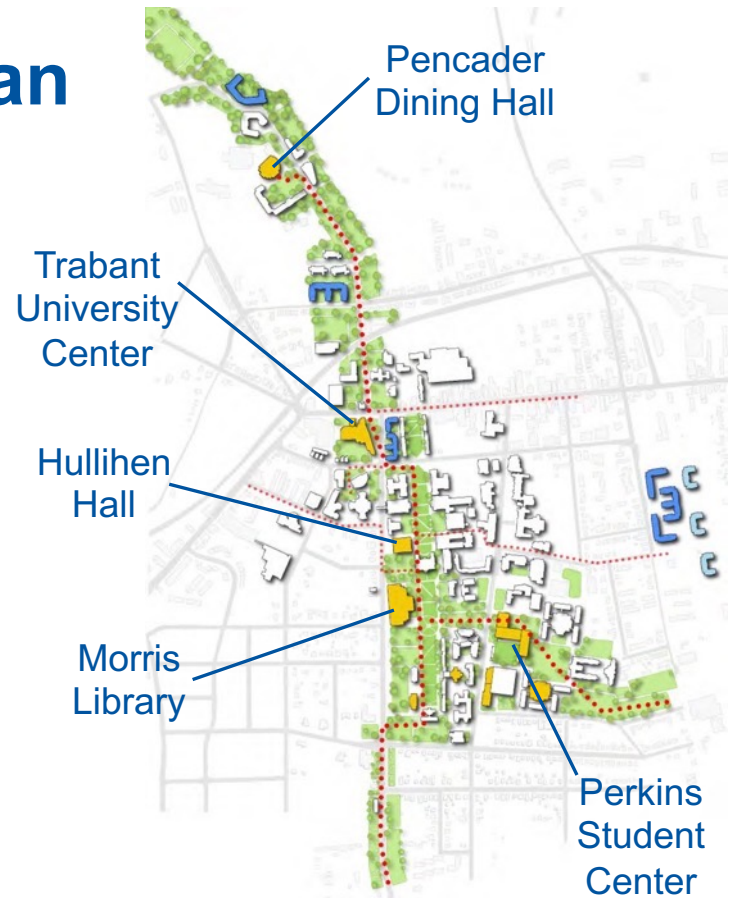
Principles guiding our planning are centered around student success



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



Supplier Diversity Conference, organized by UD

- 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

Increasing opportunities for equity and inclusion



Center for Intercultural Engagement

- Perkins Student Center, 2nd 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

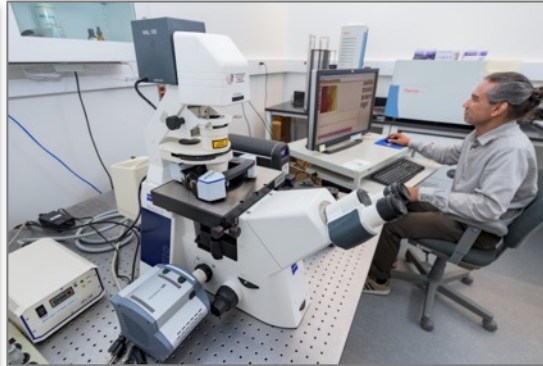


Goal: 10-year financial plan (operating & capital)

- 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

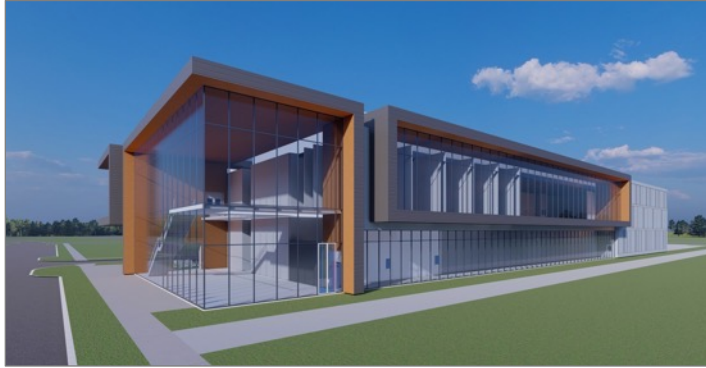
SABRE Center

- 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



INNOVATION
SPACE

DU PONT



UNIVERSITY OF
DELAWARE

\$1B

raised by
start-ups

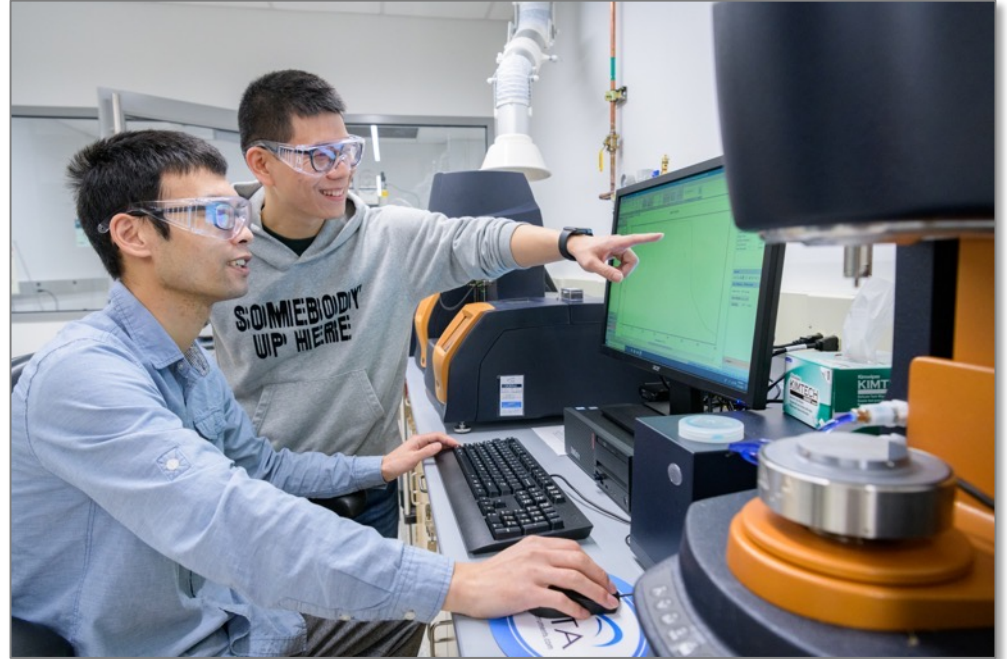
>100

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

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