

General Faculty Meeting

President Dennis Assanis

May 13, 2019



An Extraordinary University

Legacy of
Innovation

Our Proud Past: We stand upon a strong legacy of innovation and powerful pursuit of knowledge that has helped define an extraordinary University.

Built for
Connectivity

Our Vibrant Present: UD is evolving with momentum to align with a dynamic generation of “always on” engagement, innovation, technology, and global connectedness.

Empowering
World Changers

Our Bold Future: With no time for complacency, we are reimagining the capabilities and opportunities of our institution and our people for transformative impact on the world.

A Top-Ranked Institution

UD programs ranked in the top quartile nationwide:

Chemical
Engineering

Physical Therapy
(#1 in the U.S.)

Public Management
and Leadership

**UNDERGRADUATE
EDUCATION:**

Clinical Psychology

Our
schools of
Education,
Business and
Engineering

Public Affairs

*MONEY's Best Colleges
for your Money*

*Wall Street Journal/
Times Higher Education
College Rankings*

Online MBA

Public Finance
and Budgeting

*Forbes Top
Public Colleges*

Online Master's
of Education

Homeland Security
and Emergency
Management

Nonprofit
Management

Our Strategic Priorities



Leading Our Students to Success



73%

of UD students earn their bachelor's degree within four years—one of the **Top 20 rates** among public institutions nationwide.



95%

of UD graduates are employed or pursuing further education **six months after earning their bachelor's degree**, compared to a national benchmark of 84%.

High-Impact Experiences

Ensuring students make the most of UD

53%

Participate in
service learning

71%

Work in an internship, field
experience or clinical placement

33%

Study abroad

35%

Work with faculty
on a research project

53%

Complete a capstone project,
exam or portfolio

25%

Live or work in
a learning community

Students who
participate in
at least one high-impact
experience:

93%

UD

89%

UD peer institutions

86%

Association of
American Universities

Invigorating the Intellectual Climate of our Campus



Feb. 26 — **Joe Biden** and presidential historian **Jon Meacham**



March 1 — NIH Director **Francis Collins** and Senator **Chris Coons**



March 20 — Former Pepsico Chairman and CEO **Indra Nooyi**



April 15 — Auburn President and CANR alumnus **Steven Leath** receives Worrilow Award



April 15 — Former Treasury Secretary **Lawrence Summers**



April 16 — Human rights activist and North Korean defector **Ji Seong-Ho**



April — Nobel laureates **Craig Mello**, **Frances Arnold** and **Joseph Taylor** share insights on cutting-edge research

Ensuring Our Students' Success

Emalea Pusey Warner Award for Outstanding Senior Woman

Bailey A. Weatherbee

- ❖ Bachelor's degree in Biological Sciences, minors in political science, writing and biochemistry
- ❖ Researched the mechanisms of mammalian eye lens development
- ❖ Founded Young Progressives Demanding Action
- ❖ Competed with UD's Club Equestrian team
- ❖ Gates Cambridge Scholarship
 - ❖ One of only 34 awarded in U.S. this year
 - ❖ Pursuing doctoral program in physiology, development and neuroscience at the University of Cambridge this fall



Ensuring Our Students' Success

Alexander J. Taylor Award for Outstanding Senior Man

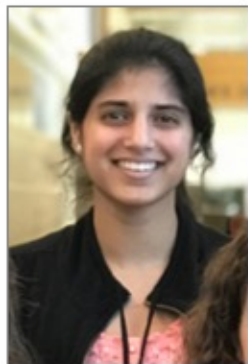
Nicholas J. Konzelman

- ❖ Bachelor's degrees in Public Policy and Economics
- ❖ Master of Public Administration.
- ❖ Four years with HenMun: UD's Model United Nations Conference, including serving as Secretary-General
- ❖ Internships with the Delaware State Legislature and with U.S. Rep. Kathleen Rice
- ❖ Policy Fellow at UD's Institute for Public Administration — Helped create economic development policies for the Delaware Division of Small Business, Development and Tourism



Ensuring Our Students' Success

Yasmin Mann *Goldwater Scholar*



- ❖ Middletown, Del.
- ❖ Junior, majoring in Biological Sciences and Neuroscience
- ❖ UD Assistive Medical Technologies Club and Minority Association of Pre-Med Students
- ❖ Research fellowship with Fox Chase Cancer Center
- ❖ Plans to pursue MD/PhD in Gene Therapy and Vaccines

Natalie Walton *Truman Scholar*



- ❖ Newark, Del.
- ❖ Junior, double major in Sociology and Criminal Justice, minor in Political Science
- ❖ Founder and president of UD chapter of "It's On Us"
- ❖ Victim advocate with UD's Sexual Offense Support program
- ❖ Plans to pursue doctorate in Sociology with a concentration in sexuality and gender studies

Ensuring Our Students' Success

2018-19 Fulbright Scholars

- ❖ Mackenzie Campbell, MA '19 — Andorra
- ❖ Meghan Juszczak, Honors BA '17 — Romania
- ❖ Julianna Ly, MS '20— Netherlands
- ❖ Natalie Medlock, BA '16 — Brazil
- ❖ Megan Pacitti, BA '19 — Brazil
- ❖ Rebecca Pedersen, BA '18 — Georgia
- ❖ Christian Pirhalla, BA '18 — Brazil

45

Record number of applicants

22

Record number of finalists

11

Record number of applicants
selected
(7 awardees and 4 alternates)

Ensuring Our Students' Success

Blue Hen Athletics

- ❖ 239 student-athletes (40%) on Dean's List in Fall 2018
 - ❖ Fifth consecutive semester with average GPA of 3.1+
- ❖ Partnerships with Student Life to increase spirit and engagement and to promote healthy behaviors
- ❖ Success in competition
 - ❖ Women's Track & Field — 2019 CAA Team Champions
 - ❖ Men's Lacrosse — First CAA Tournament appearance since 2014
 - ❖ Football — First playoff appearance since 2010
 - ❖ Cross Country — Best regular season finish since 2001
 - ❖ Men's & Women's Soccer — CAA Tournament appearances
 - ❖ Spirit Program — Three national titles
 - ❖ Men's Basketball — Best regular season finish since 2014
 - ❖ Women's Basketball — 2018 first postseason appearance since 2014



Ensuring Our Students' Success

UD's new Graduate College:

- ❖ Faculty Senate approved draft bylaws in February
- ❖ Elections in May for college and student counselors
- ❖ Establishment of the Graduate College effective July 1
- ❖ Nationwide search for permanent dean this year
- ❖ With Council's help, pursuing several initiatives:
 - ❖ Student recruitment, retention and support services
 - ❖ Creation of innovative programs
 - ❖ Professional and career development



Thank you to everyone who
made the Graduate College
possible!

Ensuring Our Students' Success

2018-19 National Science Foundation Research Grants for Graduate Students

- ❖ Erica Comber — Biomedical Engineering, Carnegie Mellon University
- ❖ Shailja Gangrade — Biological Oceanography, University of Delaware
- ❖ Sarah Hartman — Environmental Engineering, on Fulbright in Philippines
- ❖ Kelley Kempinski — Biomedical Engineering, University of Delaware
- ❖ Kyle Lennon — Chemical Engineering, Massachusetts Inst. of Technology
- ❖ Michelle Lepori-Bui — Biological Oceanography
- ❖ Erica Loudermilk — Environmental Engineering, University of Virginia
- ❖ Victoria Muir — Biomaterials, University of Pennsylvania
- ❖ Isabel Navarro — Biomedical Engineering, University of Delaware

Ensuring Our Students' Success: 170th Commencement

Class of 2019 *(tentative)*

- ❖ 664 Doctoral degrees
- ❖ 1,327 Master's degrees
- ❖ 4,934 Bachelor's degrees
- ❖ 404 Associate's degrees

Matt Nagy

- ❖ UD Bachelor's in health and physical education
- ❖ All-American Blue Hen quarterback
- ❖ Head coach of the Chicago Bears
 - ❖ First UD alumnus to become NFL head coach
 - ❖ NFL Coach of the Year

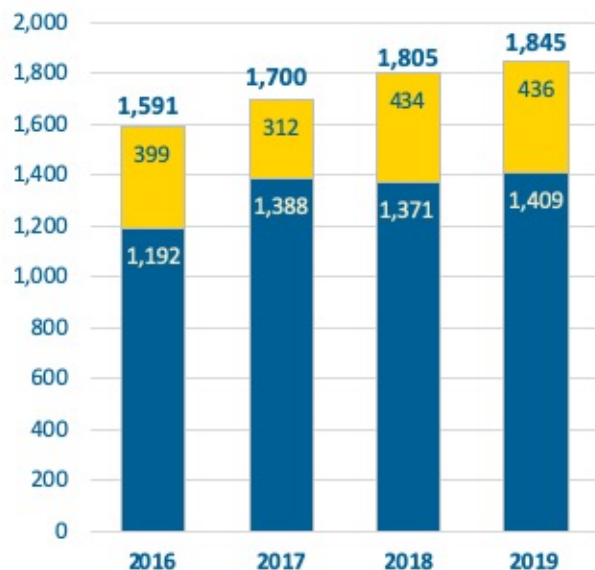


Growing an Excellent Student Community

All data reflect deposits as of May 7; final numbers may change by fall.

Delawareans

■ Newark ■ Associate in Arts



Underrepresented Minority

■ Black ■ Hispanic ■ Multi-race ■ Other



~4,200 freshmen

- ❖ Possibly highest Delawarean enrollment since at least 1990
- ❖ Possibly record in Honors Program
- ❖ International enrollment 200+ for third year in a row
- ❖ Possibly AA enrollment >400 for three of past four years

Building the Class of 2023

Cumulative SAT = 1267, compared to 1264 last year

- ❖ Honors 1420, compared to 1414
- ❖ Our affinity (scholars and fellows) programs 1330, compared to 1343
- ❖ World Scholars 1278, compared to 1264

GPA = 3.79 compared to 3.77 last year

- ❖ Honors 3.89, compared to 3.79
- ❖ Affinity 3.98, compared to 3.92
- ❖ World Scholars 3.98, compared to 3.92



Data reflect deposits as of May 7; final numbers may change by fall.

Keeping UD Affordable

Exploring options to expand financial aid in collaboration with the state to cover full tuition and fees for low- to moderate-income Delaware resident students

Adjusted gross income of \$75K a year or less

- ❖ Partial aid on sliding scale, up to ~\$100K
 - ❖ Request to the State: Phased-in commitment of \$2.25M/year for four years to reach \$9M/year
 - ❖ Matched to UD's \$19M in scholarship support and an additional \$6M-\$7.5M in student success programs
- ❖ Income threshold level would include transfer students, many of whom are low-income, first-generation and underrepresented minorities
 - ❖ Complements both SEED and INSPIRE scholarship programs by equalizing Delawareans' access to a four-year degree program

Ensuring Our Students' Success

Investing in Mental Health & Wellbeing

- ❖ Re-purposing Warner Hall to create a Center for Student Health & Wellbeing
- ❖ Coalition for Mental Health & Wellbeing is advancing mental health through four key areas: communication, education, service, and policy development
- ❖ Supporting student groups like Friends 4 Friends who is engaging a peer-to-peer model of encouraging positive mental health among students
- ❖ Training faculty and staff to be more responsive to student needs

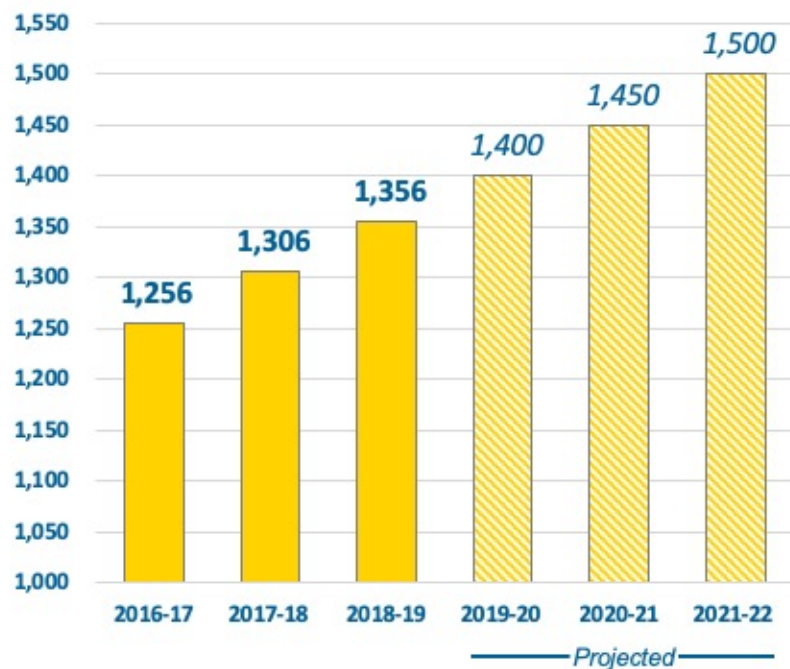
Last year, **10,454** individual counseling sessions were with **11.3%** of undergraduates and **8.4%** of graduate students. Emergency appointments increased by **81%** over the last three years.



Investing in Our Intellectual Capital



Expanding and Revitalizing Our Faculty



Recognizing Faculty Excellence



Francis Alison Faculty Award

Stuart Binder-McLeod
Physical Therapy



Gerard J. Mangone Young Scholars Award

Emily Day
Biomedical Engineering

Building an Environment of Inclusive Excellence

Faculty by Gender



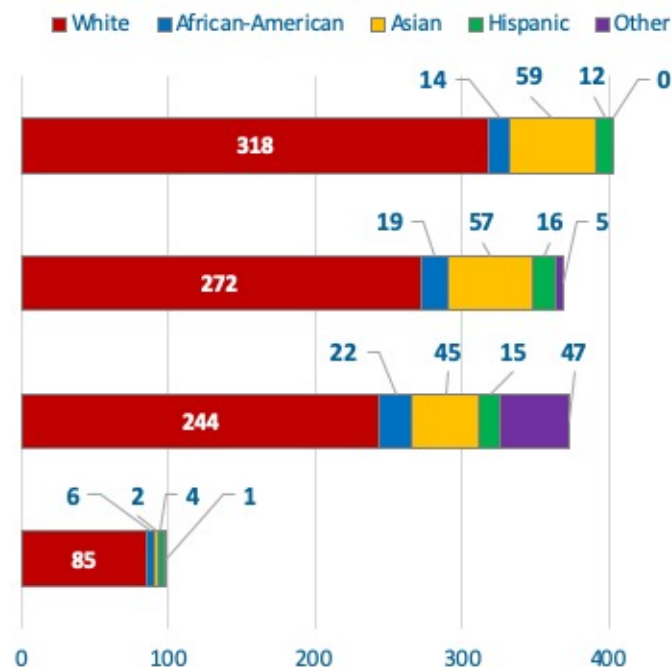
Professor

Assoc.
Professor

Asst. Professor

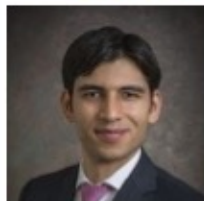
Instructor

Faculty by Race



Building Expertise in the Data Science Institute

Data Science Cluster Hiring



Beheshti (COE)



Bianco (CAS)



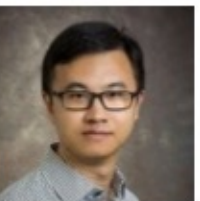
Brockmerier (COE)



Davis (CEOE/CANR)

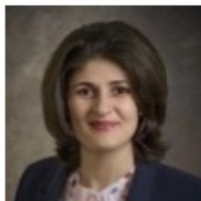


Dopler (CAS)

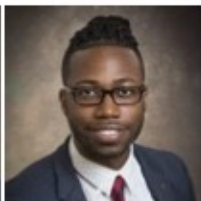


Wu (COE)

Data Science College Hiring



Barmaki (COE)



Collier (CEHD)



Gao (CEOE)



Mondal (CEOE)



Shen (CANR)



Xu (CBE)



Strategic faculty hiring in data science, complementing current strengths of 100+ faculty

Strengthening Interdisciplinary and Global Programs



Joseph R. Biden, Jr. School of Public Policy and Administration

- ❖ Growing programs in specialty areas, including:
 - ❖ Urban and social policy
 - ❖ Energy and environmental policy
 - ❖ Health policy and management
 - ❖ Disaster science and management
- ❖ Strengthening UD's nationally ranked programs in Public Administration and Public Policy

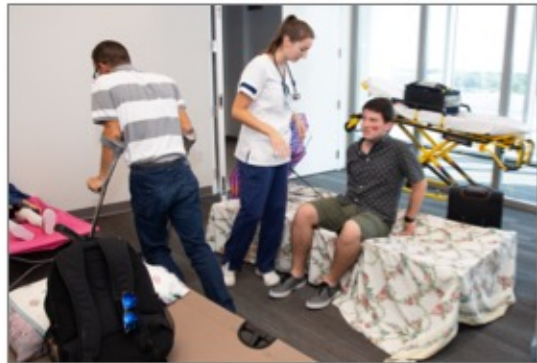
Biden Institute

- ❖ Addressing the most complex challenges in our state & nation, including economic reform, environmental sustainability, civil rights, criminal justice, women's rights and more

STAR (Science, Technology & Advanced Research) Campus

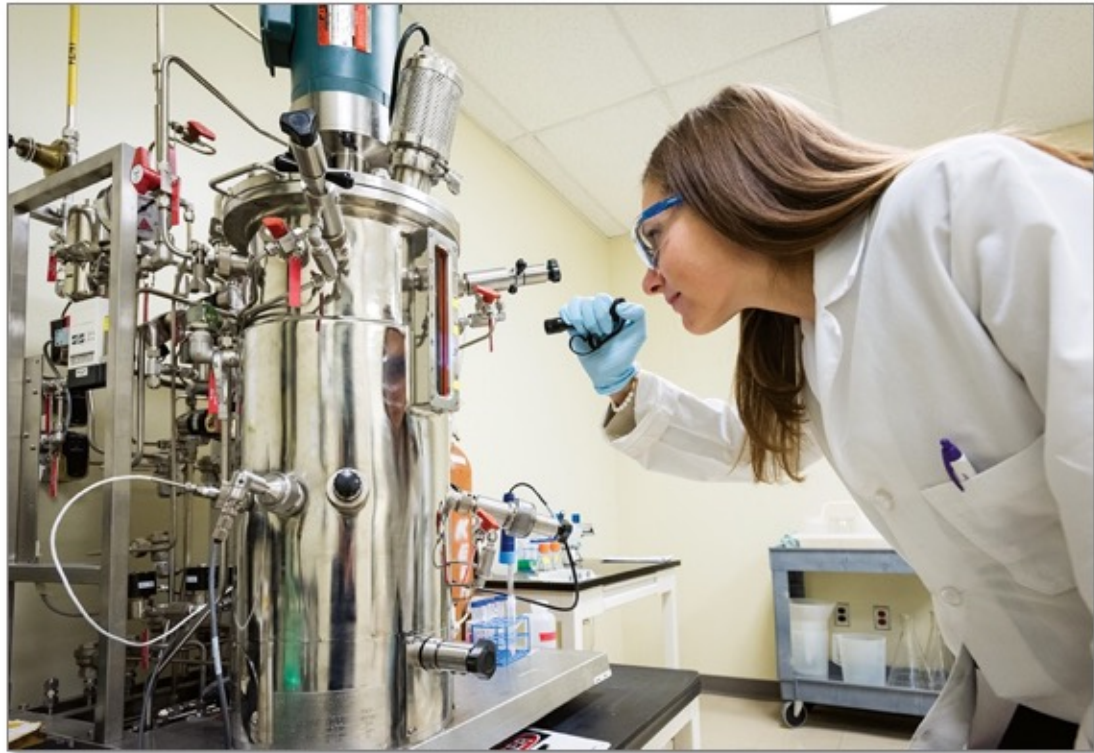
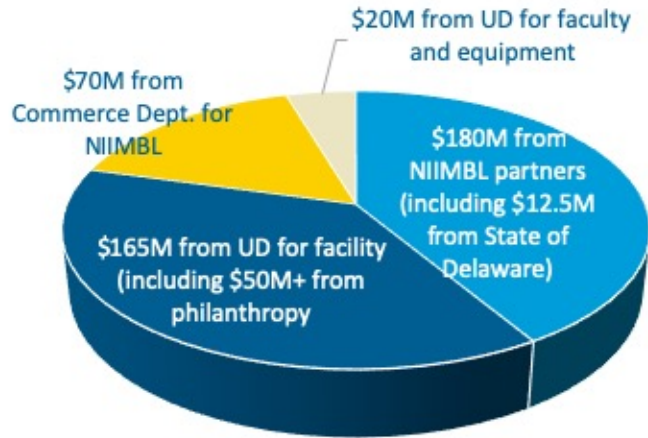


Tower at STAR



Delaware's Emerging Biopharmaceutical Industry

**\$435M investment in
biopharmaceuticals**



UD: An Engine for Economic Development



- ❖ Supporting **\$4.7B** in economic activity and **33,320 jobs** in the Northeast Corridor
- ❖ In Delaware, **\$2.8B** in economic activity, supporting **24,450 jobs**
- ❖ Serving the needs of corporate and nonprofit organizations in the fields of education, finance, health care, human services and more



Building the Campus of Tomorrow

Campus Master Plan

❖ Connected

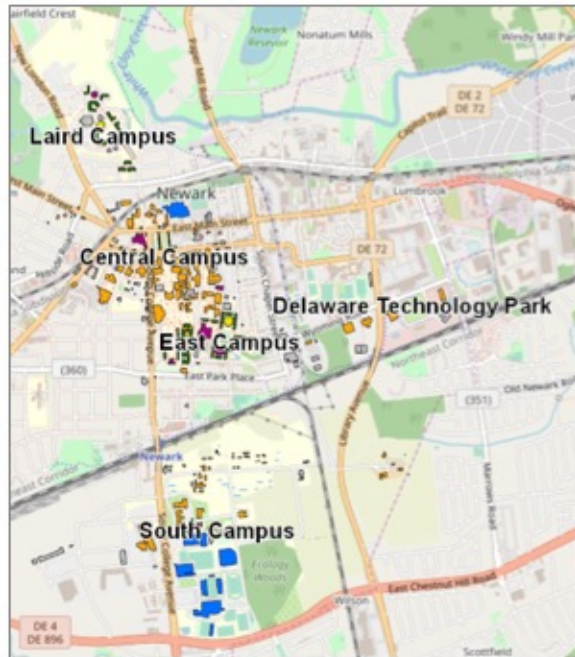
- ❖ A campus of short distances with inviting streetscapes

❖ Amplified

- ❖ Learning beyond the classroom and in the community

❖ Translational

- ❖ Collaborating to solve real-world challenges



Building the Campus of Tomorrow



Replacing McKinly Lab



Renovating WorriLOW Hall

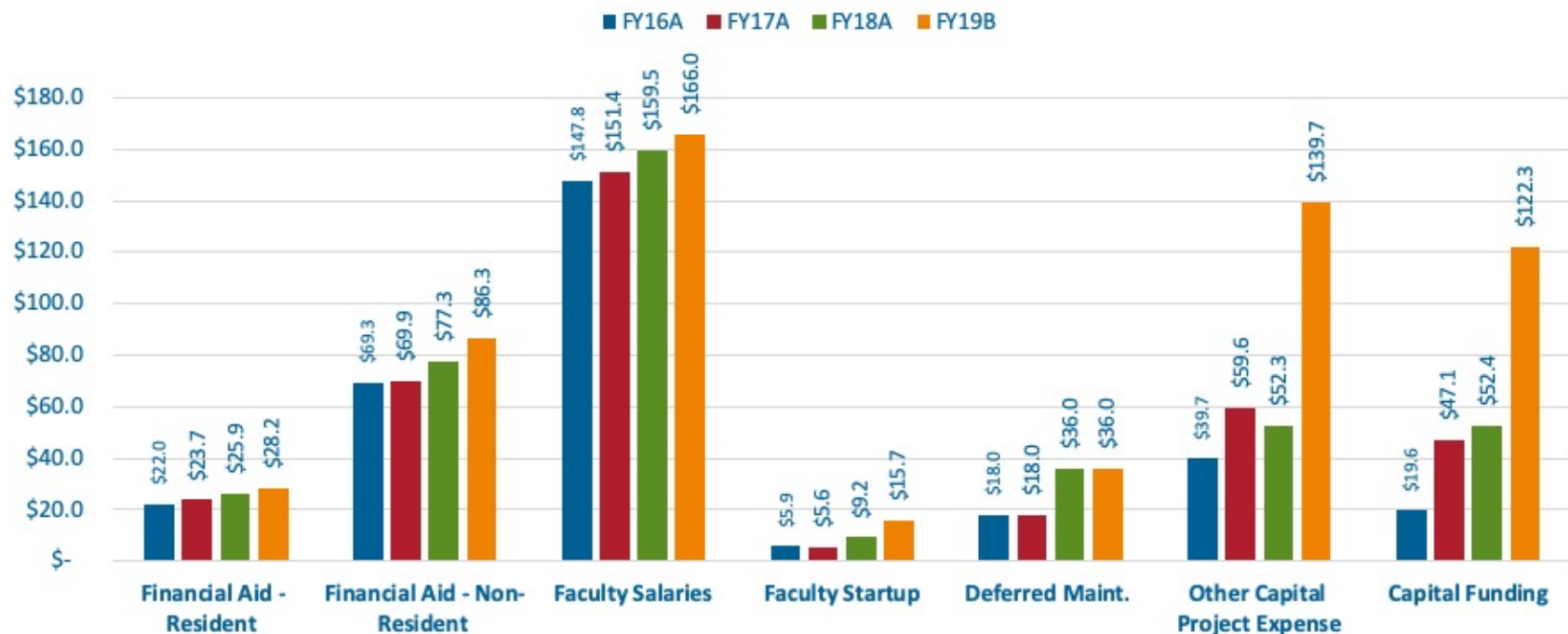
Building the Campus of Tomorrow

Whitney Athletic Center & Delaware Stadium



Raising and Stewarding the Resources

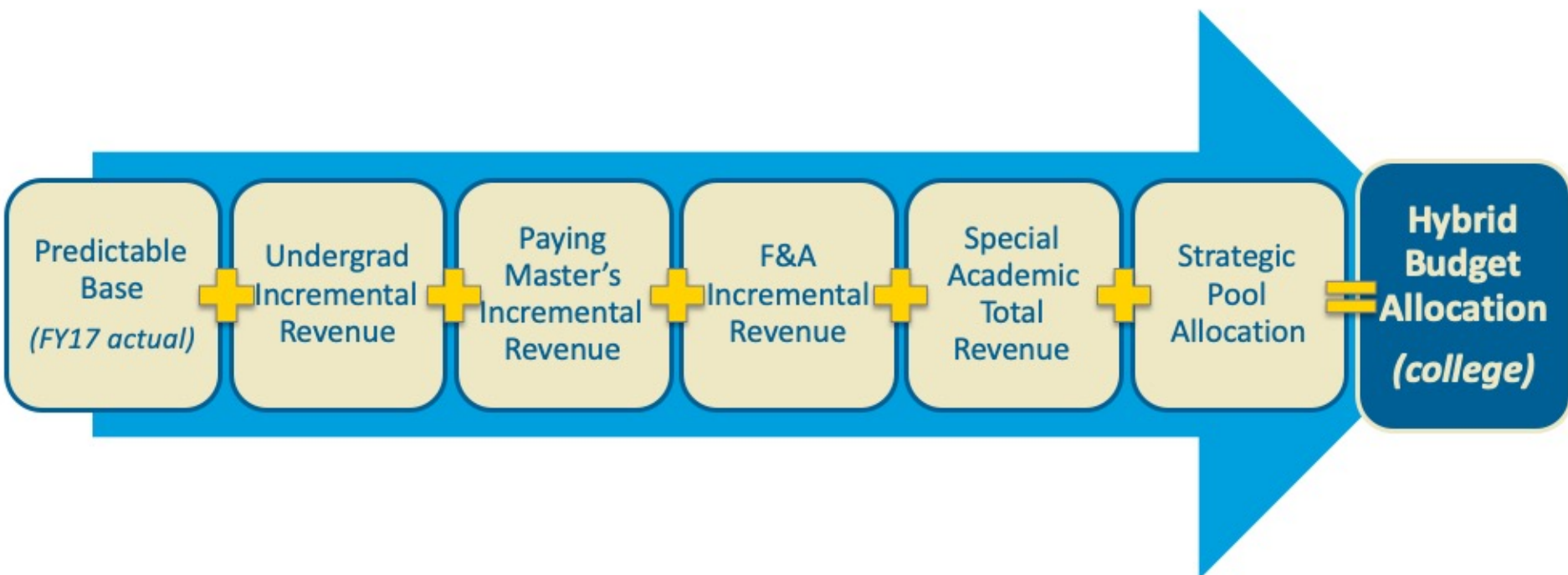
Strategic Investments (in millions)



Hybrid Budget Model — Timeline

December 11, 2017	President charged Hybrid Budget Model Steering Committee
January 9-11, 2018	Subcommittee kick-off meetings: Undergraduate, Graduate, Special Academic Revenue and Sponsored Activities
January - April 2018	Subcommittees met weekly
April - July 2018	Budget Office modeled subcommittee recommendations and developed draft hybrid budget model
August - October 2018	Subcommittees met separately with the VP of Strategic Planning & Analysis (VPSP&A) and Chief Budget Officer (CBO) to review modeled recommendations and draft hybrid budget model
October 30, 2018	Deans presentation with VPSP&A and CBO to review strategic investments and discuss model concerns
December 19, 2018	Deans meeting with President Assanis, VPSP&A and CBO to review draft Hybrid Budget Model
February 3, 2019	Chairs Caucus meeting with VPSP&A and CBO of strategic investments and concept for Hybrid Budget Model
March 20, 2019	PEC retreat, Hybrid Budget Model presented by President/VPSP&A and CBO
April – early May 2019	Hybrid Budget Model review and consultation with Faculty Senate Budget Committee and leadership in Graduate College, Research Office, CAS and Faculty Senate President.
May 13, 2019	Faculty Senate General meeting – Hybrid Budget Model presentation by President
Summer 2019	White paper to be released to campus

Hybrid Budget Model



Phase 1 — Draft Hybrid Budget Modeling Framework

Recommended Minimums	Undergraduate Incremental Revenue	Paying Masters Incremental Revenue (excl. PhD's)	Special Academic Revenue (winter/summer sessions)	University Wide F&A Incremental Revenue - College/Depts.	University Wide F&A Incremental Revenue - Centers and Institutes
Metrics					
Student Head Count - major	50%	33%	0%		
Instructor College of Record - taught	50%	34%	100%		
Subject - course ownership	0%	33%	0%		
Distribution					
college	50%	25%	25%	35%	TBD
department/program	* 0%	** 25%	** 25%	10%	
centers/institutes					TBD
PI				*** 5%	*** 5%
Arts & Humanities				2%	2%
Strategic Pool/Overhead	50%	50%	50%	48%	48%

Expenses for faculty are to be transacted at the college/department level.

* UG Incremental Revenue will not be distributed to departments however metric report results are to be shared with each department.

** Paying Masters Incremental Revenue and Special Academic Revenue will be distributed to departments based on Provost and Deans approval as it relates to the departments strategic plan. If no approved strategic plan is in place, the Dean will retain the funds in trust until a strategic plan is established.

*** If a grant has multiple PI's, the department chair and lead PI will determine how funds will be distributed to co-PI's, if at all.

Phase 2 — Hybrid Budget Model

Phase 2 will monitor implementation and evaluate additional options:

- ❖ UG incremental revenue
 - ❖ Subject (course ownership) will be analyzed and considered as a metric for distribution
 - ❖ Minors will be analyzed and considered as a metric distribution
- ❖ Centers/Institutes F&A incremental revenue distribution will be analyzed and monitored over time
 - ❖ Centers/Institutes base allocations need to be analyzed and right-sized before incremental revenue is allocated
- ❖ Graduate Revenue
 - ❖ In-state and regional rates for the tri-state area to be evaluated
 - ❖ Program rates for terminal degrees/MFA's, MBA etc. to be evaluated
- ❖ Online and Study-Abroad Revenue

Securing Resources for the Future



DELAWARE FIRST
THE CAMPAIGN FOR THE UNIVERSITY OF DELAWARE

Campaign Goal: Raise \$750M by 2020
Raised As of April 1, 2019: \$696.9M

311

UNDERGRADUATE
SCHOLARSHIPS

64

FELLOWSHIPS &
GRADUATE FUNDS

33

PROFESSORSHIPS
& CHAIR FUNDS

111

PROGRAM &
RESEARCH FUNDS

10

CAPITAL
PROJECTS

President's Scholarship Challenge: A Great Success



Challenge: Establish Undergraduate Scholarships

- ❖ President matched gifts of \$50,000 to \$250,000 1to1 up to \$5M total

Results

- ❖ 56 Undergraduate Scholarships
- ❖ 38 first-time major gift donors

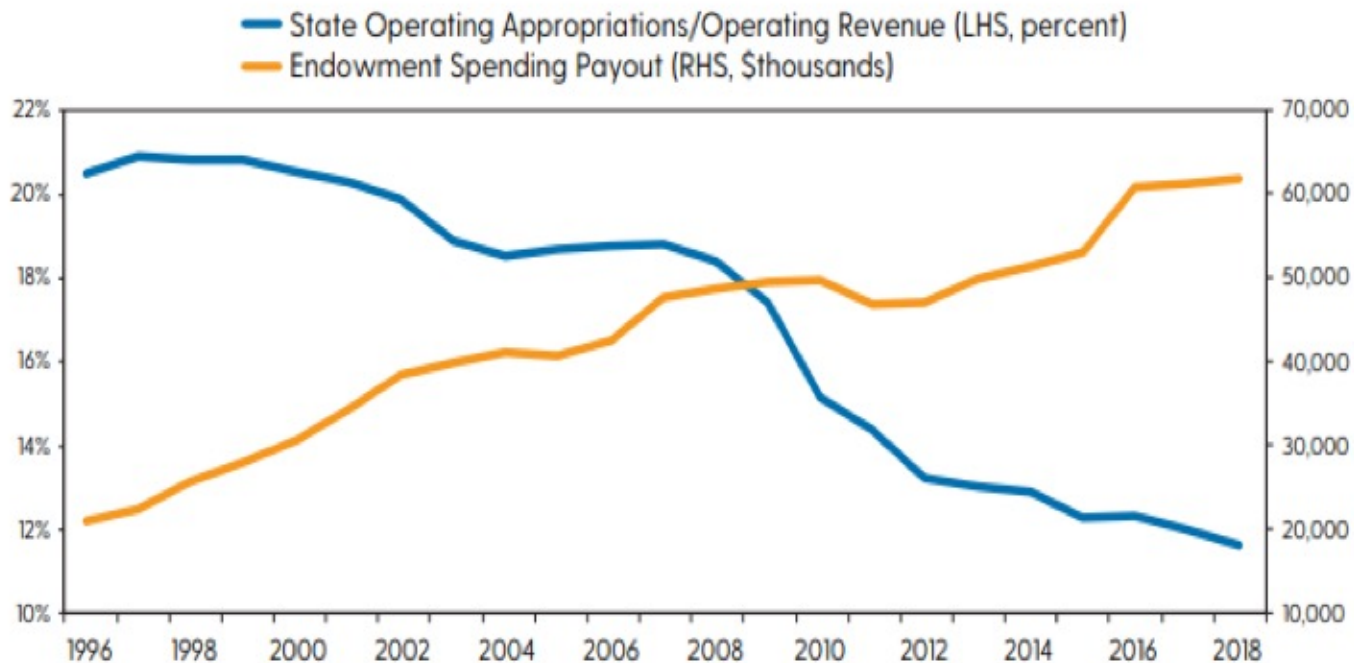
....in less than six months



DELAWARE **FIRST**
THE CAMPAIGN FOR THE UNIVERSITY OF DELAWARE

Securing the Resources for UD's Future

Historical State Operating Appropriations as a Percentage of Operating Revenue



President's Report 2019

Enhancing Our Reputation:

- ❖ Articulate our vision in action
- ❖ Reinforce goals, achievements and expectations
- ❖ Engage community of both old and new friends as we work to elevate brand awareness and institutional growth
- ❖ Print distribution and digital access

udel.edu/president-report



Campus Activation

Brand-building engagement amplifies reach beyond campus



Executive Leadership: A Dynamic Team



John Long
EVP and COO



Glenn Carter
VP OCM



Jim Dicker
VP DAR



Laure Ergin
General Counsel



Jeff Garland
VP & Secretary



Wayne Guthrie
VP HR



Peter Krawchyk
VP FREAS



Chris Lucier
VP Enrollment
Management



Greg Oler
VP Finance &
Deputy Treasurer



Chrissi Rawak
Athletic Director



Charlie Riordan
VP Research, Scholarship
& Innovation



Sharon Pitt
VP IT



Mary Remmler
VP Strategic Planning
& Analysis



José-Luis Riera
VP Student Life

Academic Leadership: Advancing Education



Robin W. Morgan
Provost



Mark Rieger
Dean, Agriculture and
Natural Resources



John Pelesko
Interim Dean, Arts and Sciences



Estela Atekwana
Dean, Earth, Ocean and
Environment



Carol Vukelich
Dean, Education and
Human Development



Gary T. Henry
Dean, Education and
Human Development



Levi Thompson
Dean, Engineering



Kathleen Matt
Dean, Health Sciences



Bruce Weber
Dean, Lerner College of
Business and Economics

General Faculty Meeting

President Dennis Assanis

May 13, 2019

