

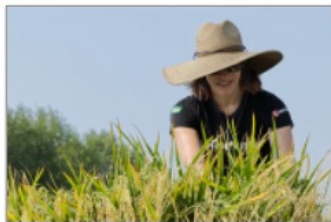
Board of Trustees Retreat

President Dennis Assanis

October 7, 2021



Thank you



Prioritizing the community's health and safety

Vaccinations

- 91% of students fully vaccinated
- 87% of employees fully vaccinated (91% of those on campus in last 7 days)

Testing

- Required weekly for unvaccinated students
- ~2,300 surveillance tests on campus last week (capacity for 6,000)
- Positivity rate generally <1.5% for surveillance tests

Daily Health Check

- ~7,700 students, ~4,000 employees, ~900 visitors per weekday

Masking

- Required for indoor common spaces, outdoors when 3' distance not possible

Events policy

- External visitors required to provide proof of vaccination or negative PCR test within past 72 hours
- New digital Visitor Events Health Pass created and launched
- Exemptions considered for small outdoor events
- Masks, distancing and Daily Health Check required



Ensuring a healthy and safe work environment

Federal Executive Order #14042

- Mandates federal contracts provide adequate COVID-19 safeguards for workers
 - Guidance by Safer Federal Workforce Task Force: Vaccine or exemption required for all employees in workplaces connected to federal contracts
- Covers all employees, including:
 - Members of labor unions
 - Employees who work entirely remotely or entirely outdoors
 - Those who have already had COVID-19
- Exemptions available for documented medical or religious reasons
- HR currently considering/developing policies to address:
 - Provision of the vaccine
 - Paid time off to get vaccinated
 - Process for reviewing requests for exemptions
 - Consequences of non-compliance

Bottom line:
By Dec. 8, 2021,
all UD employees
must be fully
vaccinated or have
an approved
exemption.

Fall 2021 Undergraduate Enrollment

- Applications +2.3% from 2020 (34,393 this year)
 - Black students +10%; Hispanic students +2.8%
- 4,276 first-year students this year (a record; up 14.5% from last year)
 - Black students +~30%; Hispanic students +~28%



Fall 2021 Graduate Enrollment

Applications

- Total 5,786 in 2021, up 17% from 2020
- 633 domestic URM students, up 32%
- 2,320 international students, up 9%

Admitted and Accepted

- Total 1,397 in 2021, up 12% from 2020
- 197 domestic URM students, up 8%
- 360 international students, up 63%

Yield — 50.5% overall

- Master's — 52.7%
- Doctoral — 44.6%

Total enrollment — 4,577, up 6.6%

- 2,106 master's, 2,176 doctoral, 295 non-degree/certificate students
- About 300 student increase in enrollment

All data as of Oct. 3; admissions continue into fall

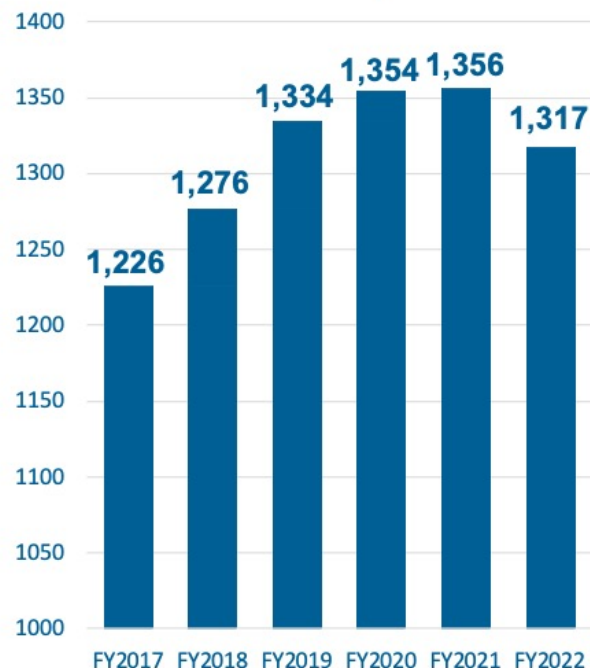


New faculty members make their impact

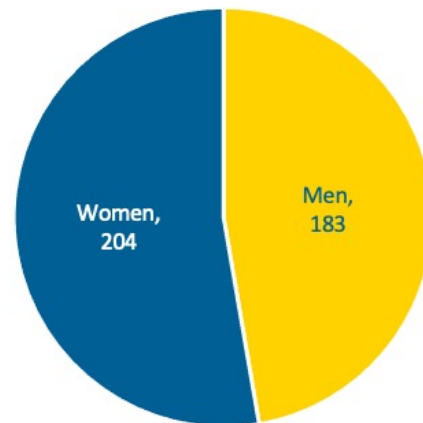
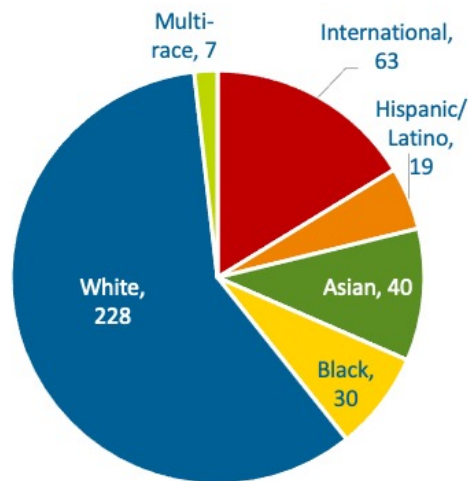


Growing and diversifying our distinguished faculty

All Faculty



387 New Hires Since 2016



Advancing diversity, equity, inclusion & social justice

Juneteenth — Approved as an official UD holiday

- Opal Lee, age 94, devoted much of her life to make it a national holiday and will visit UD on Oct. 26

Social Justice Peer Educators Program

- 10 student-educators with minoritized identities received training from Student Diversity & Inclusion
- Hosting training sessions and workshops for fellow students
- Often incorporated into First Year Seminars or with registered student organizations

New Interfaith Meditation and Prayer Space

- Trabant Student Center
- Graduate students advocated for more religious inclusion
- Developed by Student Diversity & Inclusion

Search for CDO in final stages



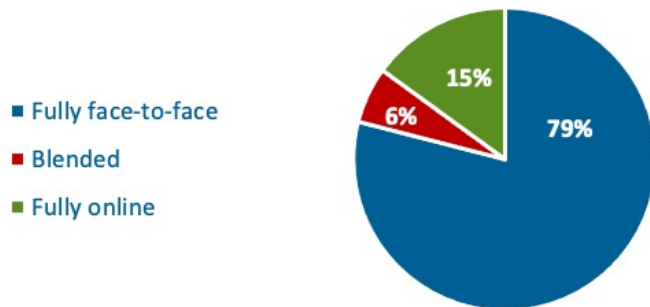
Delivering academic excellence

New for 2021-22

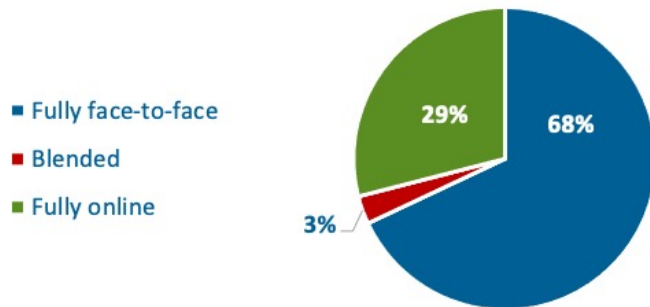
- Undergraduate
 - 15 Majors, minors & concentrations
 - 110 Courses
- Graduate
 - 2 Master's programs
 - 15 4+1 programs
 - 1 PhD program
 - 13 Certificate programs
 - 118 Courses

~1,900 instructors teaching ~2,400
courses (~5,300 sections)

Undergraduate course sections



Graduate course sections



New home for Associate in Arts students in Wilmington



- Community Education Building in central Wilmington
 - ~50,000 sq. ft. on 8th and 9th floors, more than double previous space
 - 14 classrooms and a science lab on each floor
- Enhanced services and greater Blue Hen identity to promote retention and graduation

Study-abroad programs resume



101 students studying abroad this semester

- 9 countries

World Scholars

- Fall 2020 cohort now in Madrid, Rome and Athens
 - Students who wanted to go to New Zealand chose an alternative destination
- Fall 2021 cohort will go to destination sites in Spring 2022
 - Expecting 64 students in Madrid, 53 in Rome and 33 in Athens

Winter 2022

- ~350 students on 20 faculty-led programs to 7 countries, plus U.S.



Horn Entrepreneurship supports innovation culture

Academic programs

- Engaging 1,600+ students from 115 majors
- Delaware Innovation Fellows, Siegfried Leadership Fellows
- Undergraduate: 33 courses, Entrepreneurship major, two minors, seven certificate programs
- Graduate: 17 courses, certificate and MBA programs

Venture support & commercialization

- \$200k+ external prize money in past 2 years
- 91 companies started by student alumni, raising \$7.2M+
- \$1.3M Proof of Concept grants to 31 teams; 100+ jobs created by POC teams

Engagement

- 200+ entrepreneurs, corporate leaders, investors, etc., provide 2,000+ hours annually
- Annual Blue Hen 17&43 Awards, Siegfried Awards for Entrepreneurial Leadership and WE Hatch Honor Circle of Inspiring and Innovative women

**“Top Schools for
Undergraduate
Entrepreneurship”**

— Princeton
Review/Entrepreneur
2020, 2021, 2022

Research continues growth

I-Corps Northeast Hub

- \$15M from NSF to partner with Princeton, Rutgers and others

Center for Human Research Coordination

- Help recruit, screen & register study participants

Delaware Education Research Alliance

- CEHD, Delaware Dept. of Education, DSU

Gerard J. Mangone Climate Change Science and Policy Hub

- Employ interdisciplinary approaches to address climate and environmental issues

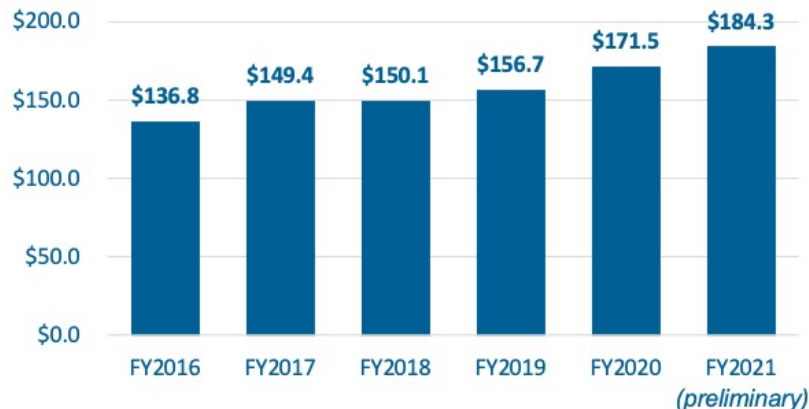
Funding renewal for NIIMBL

- \$153M, including \$83M for coronavirus projects

Delaware Environmental Institute

- New director Holly Michael, Unidel Fraser Russell Career Development Chair for the Environment

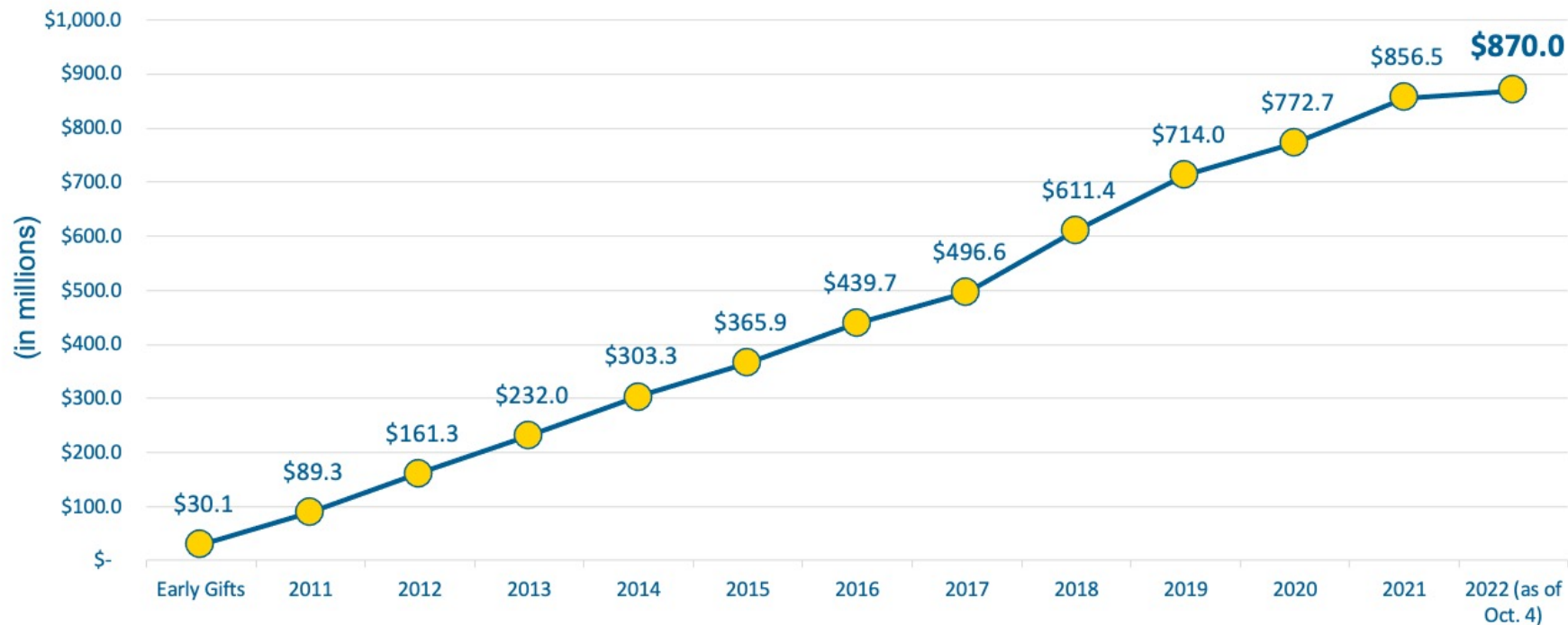
Sponsored research (in millions)



Returning to a more vibrant student life experience



Delaware First: Fundraising momentum



Delaware First: Impact on Our People



Delaware First: Impact on Our Programs



Delaware First: Impact on Our Places



Capital improvements continue to shape modern campus



Fin-Tech Building



Building X

Closing the FY2021 budget

Basic budget operating gap eliminated through combination of:

- Reduced expenditures due to COVID-related restrictions on spending
- Hiring freezes, reductions in force and salary freeze
- Use of reserves and one-time external funds

However, recurring elements of the operating gap include the reduction in revenue associated with FY21 enrollment shortfalls and frozen tuition levels

Early projections for FY2022 budget

BOT-approved operating budget projection: Ranging from \$3M surplus to \$30M deficit, depending on enrollment and trajectory of pandemic

Undergraduate

- Fall 2021 entering freshmen enrollment increased to 4,276 from 3,734 Fall 2020
- Fall 2020 freshmen shortfall carries to Fall 2021 sophomores; financial aid has increased
- Similar effect with juniors: First- to second-year retention dropped below 90% in 2020-21
- Net tuition currently projected to be only about \$5M greater than last year

Graduate

- Projected 5% increase in net tuition, given increase in master's students and consolidation of grad tuition rates
- However, net tuition revenue has been essentially flat

Bottom line: In revenue assumptions, we are currently closer to the \$30M deficit.

FY2022 Institutional Goals

- **Continue to prioritize safety and continuity of faculty, staff and students, collaborating with the state of Delaware, as well as the city of Newark, as UD navigates the changing landscape of the pandemic**
- **Advance the university strategic plan to pursue shared vision and institutional goals**
 - Complete Strategic Plan refresh and Middle States reaccreditation.
 - Continue **focus on student success**, including expanding access to UD to all populations, improvement of graduation and retention rates, including improving Pell, URM graduation and retention rates
 - Demonstrate progress in **advancing DEI and social mobility** and communicate effectively to internal and external constituents.
 - **Expand STAR campus vision** and continue to build public/private partnerships and interdisciplinary collaborations
- **Create a Culture of Operational Excellence - optimize our intellectual and physical capital in FY22 and beyond**
 - **Align staff effectively** within and across units to meet institutional objectives efficiently, minimizing cost and risk, with goal to achieve efficient faculty/staff/student ratios consistent with peers.
 - **Optimize facilities use** during FY22, re-evaluate ongoing use of facilities and campus master plan to reflect reorganization, continued remote operations and other changes.
 - **Meet budget challenges effectively**, guided by our values of safety, access and excellence, continuing to balance cost mitigation with ensuring the institutional priorities are met. Better align revenue and expenses. Raise external funds to support strategic initiatives.
- **Ensure that UD excellence is accurately captured as measured by external rankings, positive media coverage, and support of external constituents, leveraging relationships at the national, state and local levels**

National rankings highlight UD

U.S. News and World Report

Among public national universities — #38 out of 209

Among all national universities — #93 out of 392

- Strengths
 - 6-year graduation rate of 84%, up from 81%
 - 91% full-time faculty, up from 88%
 - Per student educational spending up 4%
 - Peer assessment — #79, up from #86 over past two years (20% of overall ranking)
- Opportunities
 - Social mobility (Pell student graduation)
 - Alumni giving
 - Class size optimization

Forbes America's Top Colleges

- #108 out of 600
 - Up 39 spots this year
- #46 among public universities
- #76 among top research universities, up from #80
- #47 among Northeast universities, up from #70



Middle States Accreditation review drawing to a close

- ☒ **February-December 2019** — Gather and analyze evidence showing how UD meets standards for accreditation.
- ☒ **January-September 2020** — Gather community input, develop recommendations and draft self-study.
- ☒ **Fall 2020-Winter 2021** — Reassess and adjust self-study, in light of the pandemic.
- ☒ **Spring 2021** — Gather community input on self-study and finalize report.
- ☒ **Sept. 17** — Steering committee submits final self-study to MSCHE.
 - Available at udel.edu/middlestates
- ☐ **Oct. 31 – Nov. 3** — External Review Team conducts virtual site visit.
 - Various constituent groups invited to meet with External Review Team
 - Open sessions will be held
 - Schedule is being finalized and will be posted on the website

Strategic Plan Refresh



- March — Steering committee and working groups formed
- April — Working groups begin meeting
- May — Working groups host community forums to present preliminary work and gather feedback
- Summer — Working groups submit reports and recommendations to Steering Committee; goals, strategies and metrics synthesized as early draft
- Fall — Additional refinements and review by Steering Committee
- December — Final plan reviewed/approved by Trustees

Strategic Plan Refresh:

Prioritizing and Expanding Student Success in the Post Pandemic Era

Emerging goals

- Increase first- to second-year retention rate to 93%
- Increase undergraduate four-year graduation rate to 76% within five years and 80% within 10 years
- Reduce the gaps in retention and graduation rates of certain student cohorts compared to overall institutional averages:
 - Underrepresented minority students
 - Low-income and Pell students
 - First-generation students

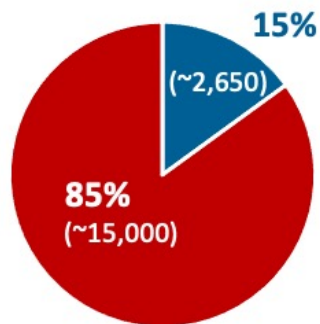
Strategies

- Expand and strengthen pipeline programs that prepare students for success at UD
- Enhance advising and mentoring to enable students' lifelong career success
- Expand partnerships with Del State, Del Tech and others, especially in southern Delaware
- Reimagine the Associate in Arts Program as an expanded 2+2 program
- Optimize mix of online, in-person and hybrid course delivery
- Reassess the academic calendar to create opportunities for year-round learning

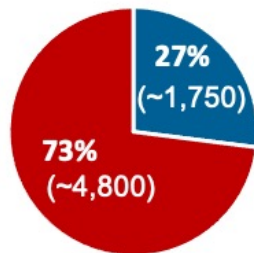
Advancing Pell Student Success: Where we are now

About 2,900 undergraduate students receive federal Pell Grants, which are provided to those with the greatest financial need.

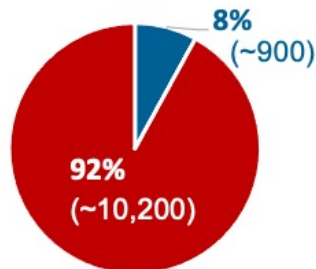
Newark campus



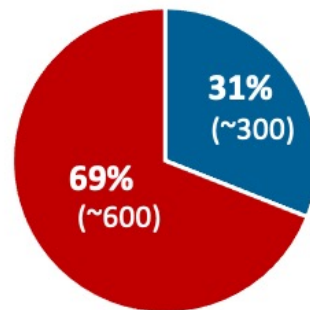
Among
Delawareans



Among out-of-
state students



Associate in Arts Program



(Virtually all AAP students are Delawareans)

Pell students



Non-Pell students



Advancing Pell Student Success: Where we are now

Pell students have lower graduation rates because of financial, academic and personal reasons.

6-YEAR GRADUATION RATE (2014 cohort)	Pell students	Non-Pell students
UD overall	72.9%	85.9%
<i>Delawarean</i>	<i>71.0%</i>	<i>82.9%</i>
<i>Out-of-state</i>	<i>75.7%</i>	<i>86.9%</i>
Peer institution average	80.1%	86.4%

Strategic Plan Refresh:

Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural campus

Emerging goals

- Continue to increase enrollment of underrepresented minority students
- Continue to increase the number of underrepresented minority faculty and staff
- Ensure that students, faculty and staff from all backgrounds feel welcome and engaged with the UD experience
- Achieve equity in action by connecting and strengthening all diversity and engagement efforts

Strategies

- Expand financial aid for underrepresented minority students
- Integrate social justice and anti-racism into the academic experience
- Leverage professional and personal relationships to recruit and retain a diverse workforce throughout the University
- Develop and strengthen intercultural resources on campus

Strategic Plan Refresh:

Expanding Interdisciplinary & Global Opportunities

Emerging goals

- Expand and promote the One Health initiative as a unifying theme for interdisciplinary scholarship, engagement and impact
- Increase number of interdisciplinary programs at the undergraduate and graduate levels
- Increase enrollment of master's and doctoral students
- Increase number of graduate students with external financial support
- Grow enrollment of international students
- Increase the number of students who participate in study-abroad programs

Strategies

- Develop new academic programs that meet the interdisciplinary needs of academia and the workplace
- Develop resources for interdisciplinary social science teaching, research and engagement
- Leverage global partnerships and recruitment programs to attract more international students, especially from countries other than UD's traditional areas of strength
- Increase financial aid support for study-abroad programs

Strategic Plan Refresh:

Redefining Creativity, Innovation & Entrepreneurship

Emerging goals

- Increase sponsored research by 10% per year while keeping cost share consistent with peer institutions
- Enhance regional and national leadership in biopharmaceutical and healthcare innovation
- Continue development of STAR Campus as a regional hub of innovation and entrepreneurship
- Increase start-ups, patents, licenses and other commercialization activities using UD intellectual property

Strategies

- Leverage Horn Entrepreneurship to cultivate an entrepreneurial mindset throughout UD
- Promote and reward cross-disciplinary engagement within UD and with external partners
- Expand partnerships with the public, private and nonprofit, especially national laboratories
- Apply lessons from the pandemic to advance innovations in teaching and learning methods
- Strengthen technical and administrative support for UD's inventors, innovators and entrepreneurs

Strategic Plan Refresh:

Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus

Emerging goals

- Continue to grow faculty in strategic areas of strength and to meet teaching/research needs
- Ensure that new faculty productivity meets or exceeds peer institutional medians
- Continue promoting a strong sense of community among students, faculty and staff even as activities and operations move increasingly to the virtual realm
- Increase year-round use of campus facilities
- Ensure that UD's operations are environmentally responsible and sustainable

Strategies

- Develop a comprehensive faculty hiring, retention and promotion plan
- Update the campus master plan to incorporate pandemic insights and need for sustainability
- Design and construct an interdisciplinary science teaching and research facility to replace McKinly Lab
- Develop and expand the Lewes campus to maximize the opportunities of its unique location and resources
- Leverage remote-work opportunities to maximize the efficient use of physical space

Board of Trustees Retreat

President Dennis Assanis

October 7, 2021



Prevailing wage on capital projects: Background

Previous UD policy

- Subcontracts awarded to lowest qualified bidder or best value for UD
- Projects fully or partially funded by the state are bid at prevailing wage
- Significant prevailing wage content, regardless of funding source, in other projects, including Ammon Pinizzotto Center, South Green Utilities, Life Sciences Research Facility Addition, Warner Hall, Worrilow Hall



Drake Lab Addition

Annual State Capital Appropriations

- FY2019: \$10M
- FY2020: \$10M
- FY2021: \$10M

Total project cost: \$30 million

Prevailing wage on UD capital projects: Benefits



- Higher wages for workers
- Increase in tax revenue for the state
- Increased spending in the state economy

UD's Economic Impact

Economic activity from direct spending and jobs, plus multiplier effects

**\$2.8B supporting
~24,450 jobs in Del.**

(2018 Economic Impact Report)

Prevailing wage on UD capital projects: Going forward

Proposed resolution to amend UD charter

- Prevailing wage on new construction >\$500,000 and renovations >\$45,000

Impact

- Construction costs: ~30% increase
- Total project costs: 15%-17% increase
- Annual increase in construction costs: \$7M to \$24M for next several years

Options to offset cost increase

- Reduce number of capital projects, including deferred maintenance
- Request increase in state capital appropriation, as well as raising the cap on state bonding



Building X

- ~\$25M additional cost of construction if covered by prevailing wage

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