

# Board of Trustees Semiannual Meeting

President Dennis Assanis

December 7, 2021



**With a more vibrant campus, the University looks ahead to 2022 and beyond**



# Keeping the UD Community Healthy and Safe



## Vaccinations

- 91% of students are fully vaccinated
- 93% of employees on campus in last 7 days are fully vaccinated
- Strongly encouraging booster shots; monitoring federal guidance/requirements

## Testing

- >100K surveillance tests since Sept. 2020
- Positivity rate generally <2% for surveillance tests

## Impact on academics and campus life

- No evidence of classroom transmission
- Continue with course modalities/policies for Winter and Spring
- Study abroad went well in Fall
- More campus activities in Fall; continue in Spring

# Keeping the UD Community Healthy and Safe



**Dr. Tim Dowling**

- *Now associate clinical professor at Touro University's College of Osteopathic Medicine*
- *SHS director since 2013*



**Dr. Kelly Frick**

- *Interim medical director and director of Student Health Services*
- *SHS staff since 2016*

# FY22 Budget Takes Shape Amid Shifting Conditions

## Revenues

### Progress:

- First-year enrollment up 16% from last year
- First- to second-year retention back up to 91.5%
- Graduate enrollment increase (~300) projected to generate 5% net revenue over FY21
- Housing and dining exceeding revenue targets
- Research expenditures and F&A revenue are exceeding projections

### Ongoing challenges:

- Pandemic-related enrollment shortfalls continue to work their way through the system
- Students face increased financial need
- Winter/summer session revenue budgeted at FY20 levels; exceeding this should be the goal

## Expenses

### Progress:

- Personnel expenditures are trending currently within operating projections
- Other spending not currently seeing significant changes from previous years' patterns
- Capital spending staying within budget parameters

### Ongoing challenges:

- Personnel expenditures remaining within projections due to restricted hiring (financial constraints, finding/attracting/competing for talent)
- Capital project delays related to shortage of project managers
- COVID expenses may exceed budgeted levels

**Bottom line: Projecting ~\$9M operating deficit, still within budgeted range.**

# Middle States: All Standards Met, Multiple Commendations

The Visiting Team **highly commends** the University of Delaware on the quality of the Self-Study report, the thoroughness of their Self-Study process, and the community's honesty, openness and gracious (virtual) hospitality throughout the team visit.

The campus community demonstrates a **genuine and ongoing commitment** to assessment and continuous improvement across the institution.

All of higher education has been challenged by the academic, operating and financial disruptions of the past 2 years. ... [T]he university has **a history of comprehensive strategic and resource planning** with processes and assessments in place to navigate through these challenges.

The University was earnestly criticized in its 2011 Middle States review for its shortcomings in the terms of diversity .... The University has since **resoundingly responded** in several ways.

The University **skillfully managed** the impact of COVID19, financially and socially. They maintained their excellent student retention and have recovered almost fully to their 2019 financial state.

The University of Delaware has shown **great innovation** to improve student success to graduation for first-generation, low-income, and underrepresented students. The variety of access and completion programs shows this **dedication to improving the lives of these disadvantaged populations**.

Delaware is to be **commended** for its model of shared governance, with a vital Faculty Senate.

Through our many meetings during our visit, the team witnessed a senior leadership team that functioned as **a harmonious group, with a shared vision and understanding** of operations and priorities.

# Strategic Planning Guides UD's Future

## Path to Prominence

- Delaware First
- Diversity
- Partnership
- Engagement
- Impact

## Five Strategic Pillars

- Enhancing the Success of our Students
- Building an Environment of Inclusive Excellence
- Strengthening Interdisciplinary & Global Programs
- Fostering a Spirit of Innovation & Entrepreneurship
- Investing in Our Intellectual & Physical Capital

2008 — 2009 — 2010 — 2011 — 2012 — 2013 — 2014 — 2015 — 2016 — 2017 — 2018 — 2019 — 2020 — 2021

## Delaware Will Shine

- Delaware First
- Diversity
- Partnership
- Engagement
- Impact

# 2021: Refreshing the UD Strategic Plan

- March — Formation of Steering Committee (23 members) and Working Groups (144 members) based on strategic pillars
- April — Working Groups begin meeting, examining existing strategic plan and applying insights from COVID
- 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/Winter — Additional refinements and review by Trustees, Steering Committee and UD community
- February 2022 — Final plan reviewed/approved by Board of Trustees

**Steering Committee**  
Dennis Assanis, Chair

**Student Success**  
John Pelesko and Jose-Luis Riera,  
Co-Chairs

**Social Justice**  
Fatimah Conley and Michael  
Vaughan, Co-Chairs

**Interdisciplinary/Global**  
Lou Rossi and Bahira Trask,  
Co-Chairs

**Innovation/Entrepreneurship**  
Carlos Asarta and Kim Isett,  
Co-Chairs

**Intellectual/Physical Capital**  
Sharon Pitt and Norman Wagner,  
Co-Chairs

*udel.edu/strategic-plan*



# Strategic Priorities of the University of Delaware

## *Aligned with Mission and Vision*

- Prioritizing & Expanding Student Success in the Post-Pandemic Era
- Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural Campus
- Expanding Interdisciplinary & Global Opportunities
- Redefining Creativity, Innovation & Entrepreneurship
- Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus



# Strategic Plan Refresh:

## *Incorporating feedback from the Board of Trustees*

- Make the plan concise and memorable
- Focus on preparing students for lifelong success
- Provide clear, accessible, flexible academic pathways that meet all students' needs
- Online and hybrid learning must enhance the student experience
- Approach all strategic pillars with an interdisciplinary, holistic mindset
- Help all students develop a global perspective, especially through travel abroad
- Incorporate feedback from the Middle States review
- Well-defined metrics are essential



# Strategic Plan Refresh:

## *Operationalizing the Strategic Plan*



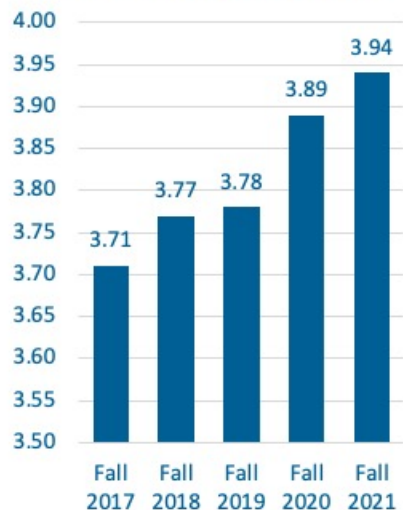
Implement and extend multi-year plans for:

- Enrollment and net tuition
- Faculty hiring
- Staffing
- Capital construction, deferred maintenance and technology
- Comprehensive external funding
- Financial sustainability

# Living the Strategic Plan:

## *Prioritizing and Expanding Student Success in the Post Pandemic Era*

Median GPA  
of Incoming Students



### 2021 Unidel Foundation grants

- UD Mobile App
- Transforming Introductory Courses
- Increasing Student Success in Associate in Arts Program
- Diversifying Delaware's Teacher Workforce
- UD-National Lab-Industry Research Program
- Career Access and Mobility Initiative

Undergraduate Sections



### Spring 2022



Graduate Sections



# Living the Strategic Plan:

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

Improvements cited by Middle States team:

**+17%**

URM Undergraduates

**“Furthermore, the six-year graduation rates for Blacks (71%) and Hispanics (72%) are exceptional in comparison to its public institution peer institutions.”**

**+30%**

Black Graduate Students

**+37%**

Hispanic Graduate Students

Female Faculty

**+37%**

Engineering

**+18%**

Natural Sciences

**+39%**

Black Faculty

**+23%**

Hispanic Faculty

**+23%**

Asian Faculty

**+118%**

International Faculty

*(Review Team highlighted changes from 2015 to 2019; growth has continued since then)*



**Nikkolas Smith**

- Artist, author and film illustrator, spoke about the power of art as part of the National Agenda series



**Opal Lee**

- Grandmother of Juneteenth
- Recipient of UD's Women of Power and Purpose Award

# Living the Strategic Plan:

## *Expanding Interdisciplinary & Global Opportunities*



15 Afghan women will start at UD by studying at English Language Institute



European Union ambassadors make first joint visit to Delaware



Institute for Engineering Driven Health established, thanks to gift from David and Connie Helwig, both Class of 1973

# Living the Strategic Plan: *Redefining Creativity, Innovation & Entrepreneurship*



Ratcliffe Eco-Entrepreneurship Fellows (REEF@UD) explore entrepreneurial solutions to environmental problems



Data Science Symposium included a panel discussion on education and data science



\$1.9M NIH grant for research on why some enzymes erase critical chemical groups on mRNA molecules, leading to cancer progression and tumor growth

# Living the Strategic Plan: *Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus*

## National Academy of Inventors



**Thomas H.  
Epps, III**

- o *Allan and Myra Ferguson Distinguished Chair of Chemical and Biomolecular Engineering*



**Kelvin Lee**

- o *Gore Professor of Chemical and Biomolecular Engineering*



Cutting the ribbon on the Ammon Pinizzotto Biopharmaceutical Innovation Center at the STAR Campus



Planning for a new Interdisciplinary Science Building to replace McKinly Lab



# Living the Strategic Plan: *Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus*

## Strategic Plan aspirational goals

- Enhance the University's efforts to address global climate change
- Train the next generation to be leaders in a sustainable future
- Increase UD's operational and financial efficiency

## UD Sustainability Council

- Launched in April 2020 and comprised of faculty, staff and students
- Examine ways UD can achieve sustainability, meeting our present needs without risking the ability of future generations to meet theirs
- Report 2021 — Recommendations to integrate sustainability in academic programming and UD's operations



# Looking Forward to Spring 2022 and Beyond

## Continue to enhance Student Success

- Strengthen and expand access to Associate in Arts Program
- Optimize undergraduate and graduate enrollment planning

## Develop FY23 Budget

- Evaluate total-cost-of-attendance increase against impact on yield and access, balancing discount rate/financial need, cost of instruction, co-curricular needs
- Secure external funding – state, federal, philanthropic

## Update capital plan, including deferred maintenance

- Initiate replacement of McKinly
- Develop STAR Campus next step
- Launch Southern Delaware planning

## Continue workforce planning

- Develop hiring plans for units, utilizing peer comparisons, trend data
- Align faculty hiring with retirement plans, enrollment projections
- Launch and complete senior leadership searches



**Across all operations,  
maintain momentum  
amid COVID challenges**

# Southern Delaware Ad Hoc Committee

## *Board Oversight of Engagement in Kent and Sussex Counties*

- Admissions strategy with a focus on growing applications
- Envisioning the future of UD in Kent & Sussex
- Increased engagement:
  - Leadership events in Bethany and Rehoboth
  - UD music events at Freeman Arts Pavilion and Bayside
  - European Union delegation in Lewes
  - Route 1 Rivalry — UD vs DSU Men's Basketball



UD Music Spectacular at Freeman Arts Pavilion

# Building the First-Year Class of 2026

## 25,814 applicants

- +7.8% overall from 2020
  - +6.7% — Delaware residents
  - +200% — Honors College applicants
  - +4.3% — Black applicants
  - +13.0% — Hispanic applicants
  - +10.1% — Multi-race applicants
  - +15.3% — International applicants
- 63% are Early Action applicants

*(All figures as of Dec. 3)*



Move-In Weekend 2021

# Continuing to Grow the Graduate College

Build on momentum and strategies from last year's successful campaign

Marketing, recruitment and admissions initiatives:

- Develop rational, competitive tuition rate structure — COMPLETE
- Conduct broad, university-wide online marketing campaign
- Strengthen unit-level support, including market research, recruitment and competitive counter-offer programming
- Create innovative interdisciplinary programs to attract a broader array of graduate students (8 now, including Evaluation Science and Quantum Science & Engineering approved Dec. 6)
- Work with all colleges and OCM to build and deploy a strategic graduate enrollment plan that integrates capacity, quality and market forces



# Extending the *Delaware First* Campaign

## Priorities

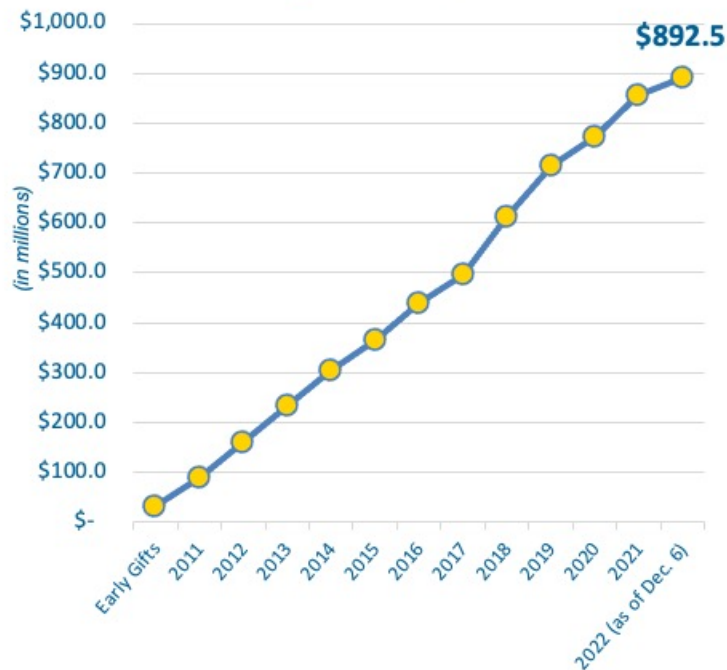
- Redefining Student Success: Experiential Learning Across Disciplines
  - Academic Experience
  - Student Life Experience
- Inventing Tomorrow: Driving Solutions to Grand Challenges



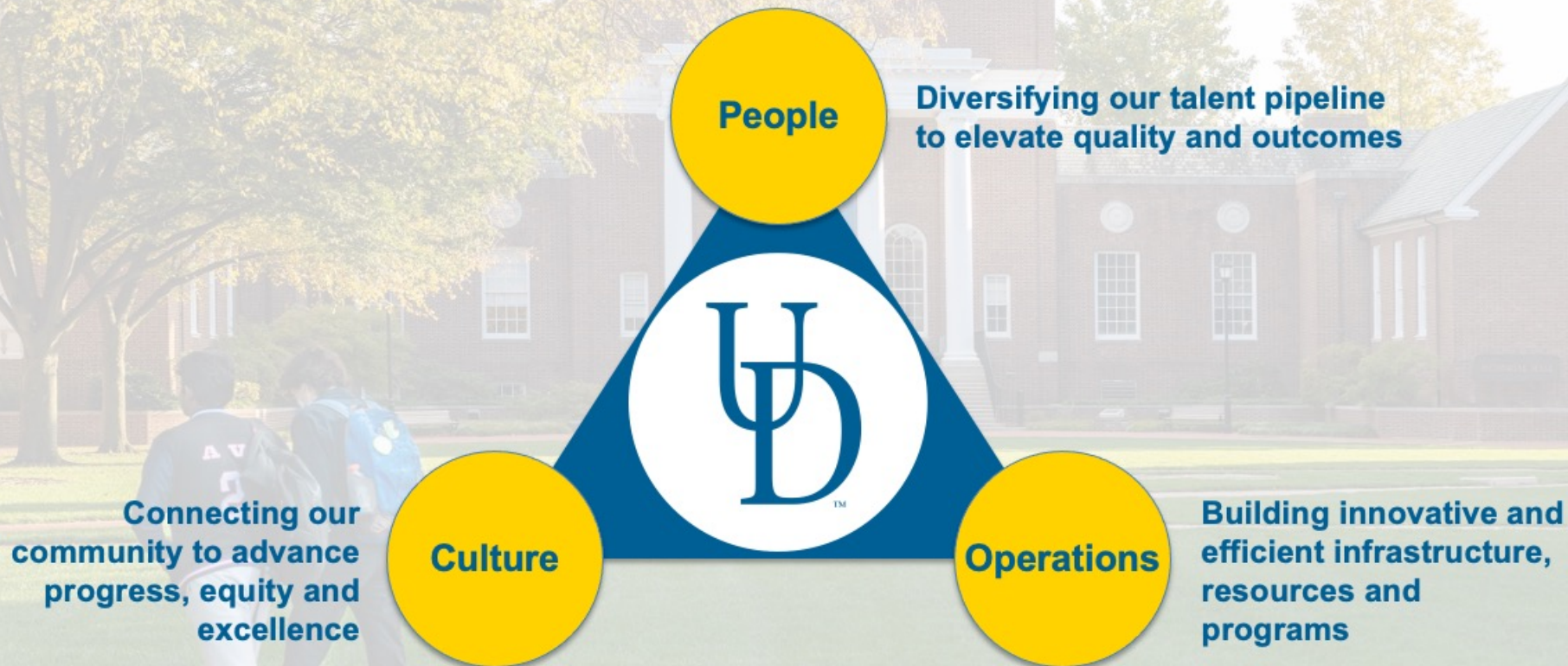
"The support the University has shown me struck something in me, and it's really become my passion to pay it forward and give it back."

— *Tajai' Cox, Class of 2023*

## Advancing Toward \$1B Goal



# Together, We Will Evolve and Integrate for Success ...



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