

# Board of Trustees Retreat

President Dennis Assanis

October 6, 2022



# Welcoming our new undergraduate Blue Hens

## First-year Newark undergraduate students

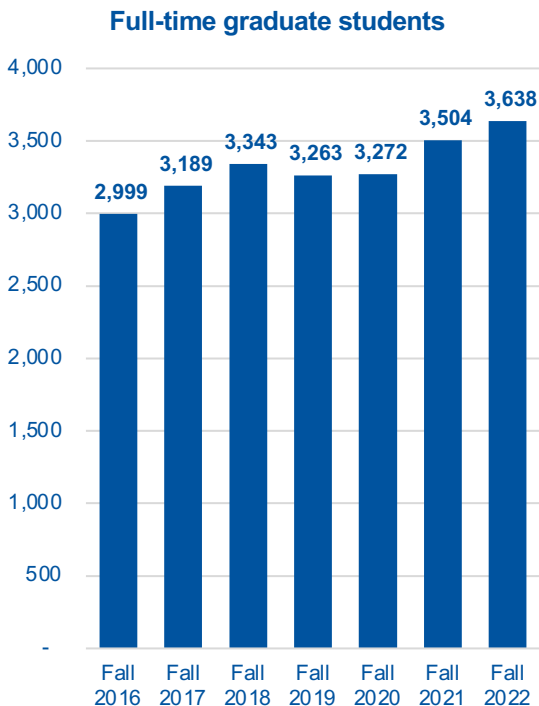
- 4,632 — ↑8.3% from 2021
  - Drawn from largest applicant pool ever (35,241, ↑3.8%)
- 575 in Honors College, ↑12% from 2021
- Representing 36 states, 35 countries and every continent but Antarctica
  - Growth in students from India



# Welcoming our new graduate Blue Hens

- A record 342 doctoral degrees conferred in 2022
- Record 17.5% domestic underrepresented minority students this fall
- Credits taken by self-paying master's students is  $\uparrow$ 8.4% from 2021
- Number of 4+1 programs has doubled since 2018; enrollment is  $\uparrow$ 71%

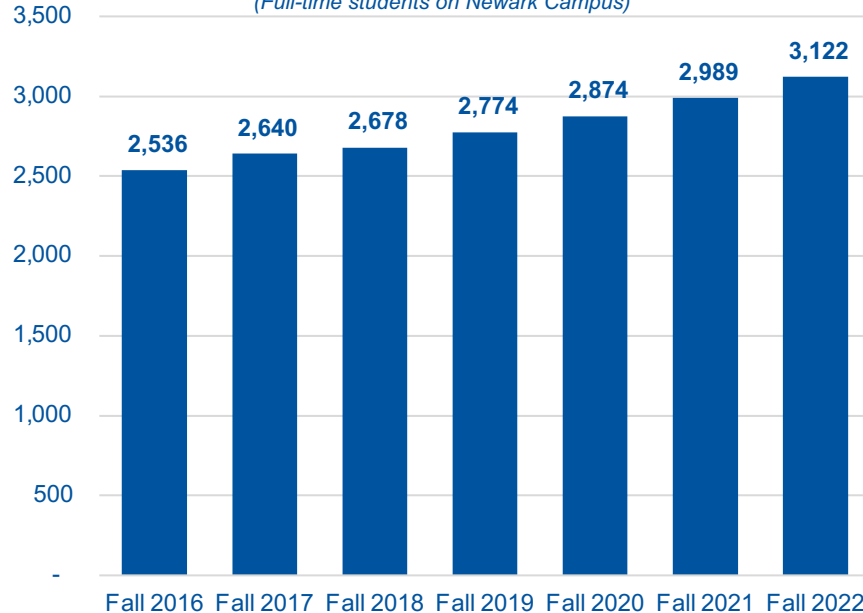
*(Domestic underrepresented minority = Black, Hispanic, Native American, Hawaiian/Pacific Islander)*



*The Graduate College welcomed 1,422 new international students this fall, the highest number in at least five years. The number of students from India increased by 51% from 2021. Other growth areas include Bangladesh, Nigeria, Iran and Ghana.*

# Growing our diverse student body

**Underrepresented minority undergraduate students**  
(Full-time students on Newark Campus)



(Domestic underrepresented minority = Black, Hispanic, Native American, Hawaiian/Pacific Islander)



*The Involvement Fair during 1743 Welcome Days helps students get engaged with UD's 350+ registered student organizations.*

# Expanding and elevating the student experience

- Initiated the Student Experience Master Plan
- Created and launched the *UD Connect* app
- Continuing to enhance campus safety measures
- Promoting mental health and wellbeing; added a wellness fair to 1743 Welcome Days
- Building Blue Hen pride/enthusiasm through Athletics
- Hosted the first Student Leader Kick-off on Labor Day
- Launched the Career Access & Mobility Initiative
- Designed and now beginning construction of the Center for Intercultural Engagement



# Student-athletes post multiple successes

## In the classroom ...

- 3.212 cumulative GPA for 2021-22, 8<sup>th</sup> consecutive year >3.0
  - 3.198 in spring 2022, 17<sup>th</sup> straight semester >3.0
- More than 200 student-athletes made Dean's List in 2021-22

## In the community ...

- Raised \$220K for the B+ Foundation at UDance in spring 2022
- Partnered with Hilinski's Hope for College Football Mental Health Week and hosted Student-Athlete Mental Health Walk attended by over 100 student-athletes last week
- Continue to partner with Special Olympics, Boys & Girls Club and the One Love Foundation

## In competition ...

- Volleyball — Won 9 straight matches; undefeated in CAA play
- Cross Country — Took top 3 spots and won the Goldey Beacom Fall Classic
- Women's Golf — Anna Kittelson tied a career low, shooting a 70 in her final round at the Badger Invitational



*Football team starts the season 5-0; ranked #6 in the U.S.*

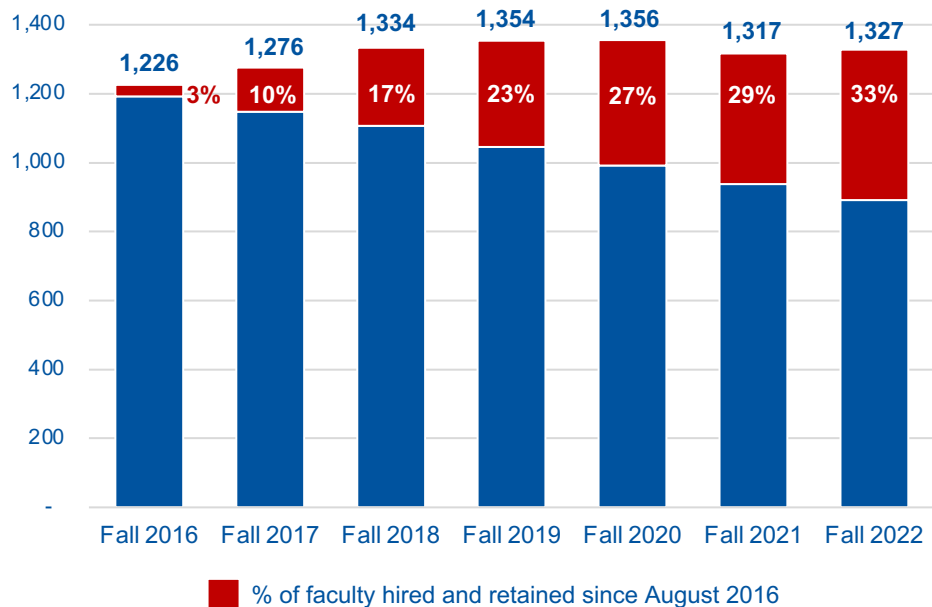
# President's Student Advisory Council launched



- 12 undergraduate, 4 graduate students
  - Including presidents of SGA and GSG
- Meet three times each semester
- Topics of interest:
  - Mental health and wellbeing
  - Environmental sustainability
  - Diversity, equity and inclusion
  - Associate in Arts Program
  - Optimizing the physical campus
  - Fostering greater Blue Hen pride among current and prospective students

# Investing in our distinguished faculty

## Reinvigorating the Faculty Ranks



- Student-faculty ratio now 14.2:1, down from 15:1 in Fall 2016
- Staff\*-faculty ratio 1:1, same as Fall 2016
- A more diverse faculty:
  - 13% of full-time faculty hires since Fall 2016 have been underrepresented minorities
  - 124 full-time faculty are underrepresented minority in Fall 2022, up 27% since Fall 2016

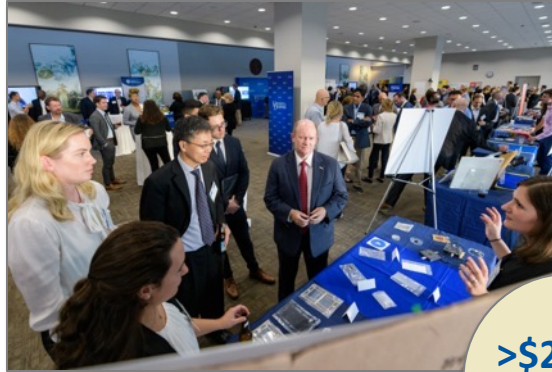
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*\*Staff assigned to colleges only; staff not affiliated with a college are excluded*

# Expanding research tackles complex challenges

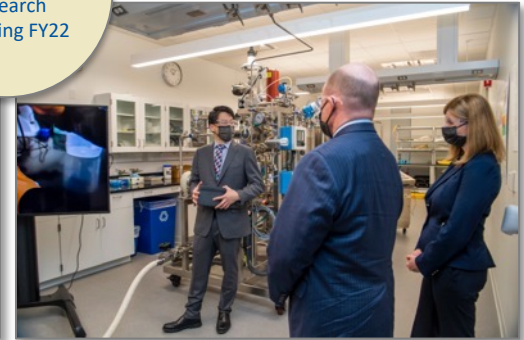
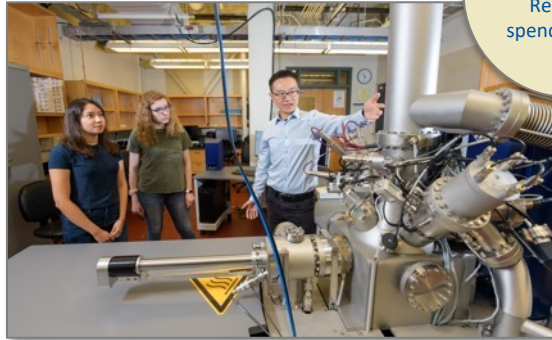
## A sampling of grants & projects:

- \$16.5M to **Disaster Research Center** to study connections among community resilience, equity and prosperity
- Creation of **Delaware Center for Cognitive Aging Research** to promote risk mitigation and slow impairment in patients
- Launch of one of the first interdisciplinary graduate programs in **Quantum Science & Engineering** in the U.S., plus a \$4M NSF grant for research and workforce development
- \$3M to explore reasons behind **persistent stuttering** in children
- Art conservation researchers **discover poisonous arsenic** hiding in old books in libraries around the world



>\$220M

Research  
spending FY22



# U.S. News rankings put UD among the best



*Chemical Engineering ranked #2 in U.S., tied with Georgia Institute of Technology*

Also recognized among  
“Best Colleges for Veterans” and  
“Best Value Schools”

#89 overall in the nation, up four places from last year

- #38 among public institutions
- Improvements in multiple areas:
  - First-year students in top 10% of high school class
  - Six-year graduation rate
  - First-year student retention rate
  - Percentage of faculty with a Ph.D. or terminal deg.
  - Faculty salary rank

Programs in the top quarter or better:

- Engineering — #54 / 212 (programs with doctorate as highest degree)
- Business — #86 / 516
- Computer science — #86 / 537
- Nursing — #93 / 681

# UD's impact on Delaware and the region



*Brandywine Lifesavers is a partnership between the School of Nursing and Brandywine School District that aims to raise interest in healthcare careers among middle school students.*

## New economic impact report

- Producing \$3.19B economic impact in Delaware, supporting 26,040 jobs
  - For every \$1 invested by the state, UD generates about \$25 in the Delaware economy.
- Generating \$97M in state tax revenue annually
- Supporting \$216M impact from capital spending
- Bringing in \$167M in spending by students and visitors annually
- Boosting alumni earning by \$1.2B a year in Delaware

**Forbes** — UD ranked as #1 employer in Delaware for second year

**Preply** (online language learning company) — Newark ranked #3 in Best Small College Towns in the U.S.

# Capital projects continue transforming campus



**FinTech Hub**

Projected opening Summer 2023



**Building X**

Projected opening in Fall 2024



**Buccini Pollin Group  
mixed-use development**

Projected groundbreaking early 2023

# Creation of new Office of Sustainability

Co-led by Provost and Executive Vice President

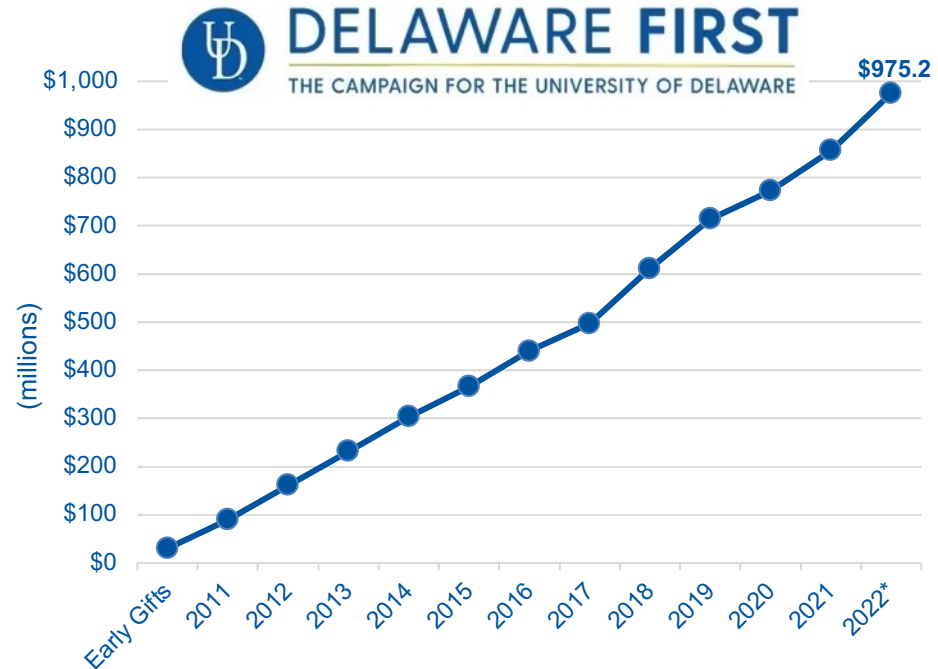
- Academic
  - Lead the planning, assessment, coordination, fundraising and communication efforts related to academic foundation of sustainability efforts in coordination with associated units
  - Director will be an Associate Provost, reporting to the Provost
- Operations
  - Lead efforts related to facilities, real estate and auxiliary services with a focus on operational efficiency and the coordination of sustainable and resilient infrastructure initiatives
  - Director will report to the Executive Vice President

Sustainability Council serves as advisory body and as bridge among internal and external stakeholders



# Securing the resources to achieve our vision

- >107,000 donors
- Endowment grew from \$1.2B to ~\$2.1B
- 449 undergraduate scholarships
- 42 professorships and chair funds
- 88 fellowships and graduate funds
- 172 program and research funds
  - Spectrum Scholars, Blue Hen Strong Fund, Financial Planning & Wealth Mgmt.
- Support for multiple facilities
  - Ammon Pinizzotto, Drake Hall, Genuardi Food Innovation Lab, Whitney Center



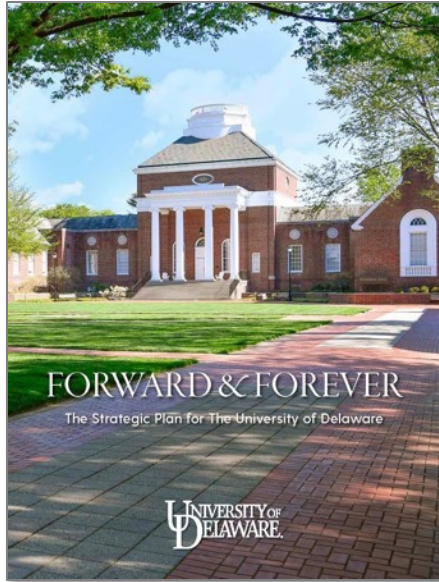
\*As of Oct. 5

# Advancing our institutional goals for 2022-23

- 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 continues to manage the changing landscape of the pandemic, including new variants and other threats
- Operationalize the university strategic plan to pursue shared vision and institutional goals
- Create a culture of operational excellence — optimize our intellectual and physical capital in FY23 and beyond
- 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
- Evolve work modalities and space utilization



# Putting the strategic plan into action



- Develop and implement strategic multiyear enrollment plan at the UG and graduate levels
- Develop and implement a multi-year faculty and staffing plan that supports the University's goals, mitigates risks, attracts and retains high-performing faculty and staff, and is aligned with needs and resources
- Create DEI strategic plan that dovetails and aligns with the campus strategic plan, and operationalize plan
- Develop a comprehensive multi-year capital plan, including public-private partnerships, to guide the University's construction, deferred maintenance and technology needs in light of the future of work, interdisciplinary collaboration, environmental sustainability and other factors, exploring public-private partnerships and other creative financing approaches
- Create 10-year financial plan, including operating and capital budgets

# Highlight on strategic enrollment management

Develop and implement strategic multiyear enrollment plan at the UG and graduate levels

- Define total UG/grad enrollment steady-state goal that optimizes access, student success outcomes, facilities utilization
- Define out-of-state, Delaware resident, and within those populations the AAP, URM, veteran, international, and non-traditional student goals
- Incorporate summer and winter terms to
  1. Support current student on-time graduation
  2. Recruit new students both online and on site
  3. Increase net tuition revenue
  4. Leverage to provide year-round support to doctoral students

*(Domestic underrepresented minority (URM) = Black, Hispanic, Native American, Hawaiian/Pacific Islander)*



# Highlight on diversity, equity & inclusion actions

Create DEI strategic plan that dovetails and aligns with the campus strategic plan, and operationalize plan

- Develop baseline and annual metrics to track for DEI pillar, including enrollment, faculty and staff numbers, investment in DEI university-wide, and development of fundraising plan to support initiatives
- Review and realign organizational structure to enable progress and ensure that staffing of Title IX function is consistent with peers
- Develop a strategic survey plan of populations, including timeline, frequency, and creation of survey instrument and involvement of key stakeholders



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