

Board of Trustees

President Dennis Assanis

May 14, 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 reimaging 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

Online MBA

Public Finance
and Budgeting

*Wall Street Journal/
Times Higher Education*
College Rankings

Online Master's
of Education

Homeland Security
and Emergency
Management

Nonprofit
Management

Forbes Top
Public Colleges

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 Worriflow 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 Kempski — 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, Commencement Speaker

- ❖ 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

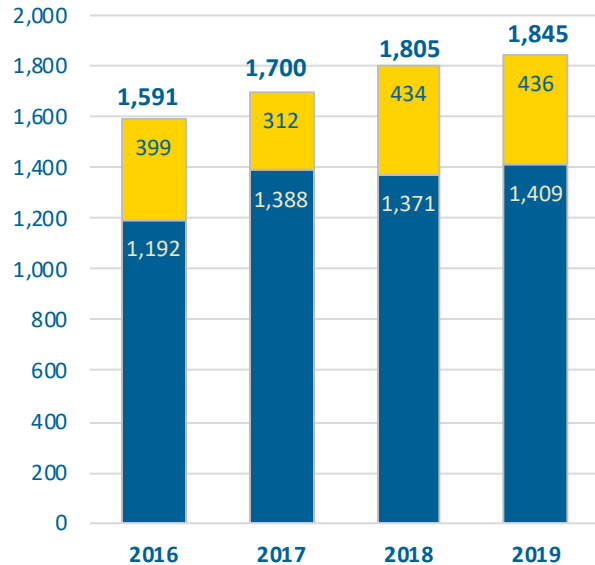


Growing an Excellent Student Community

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

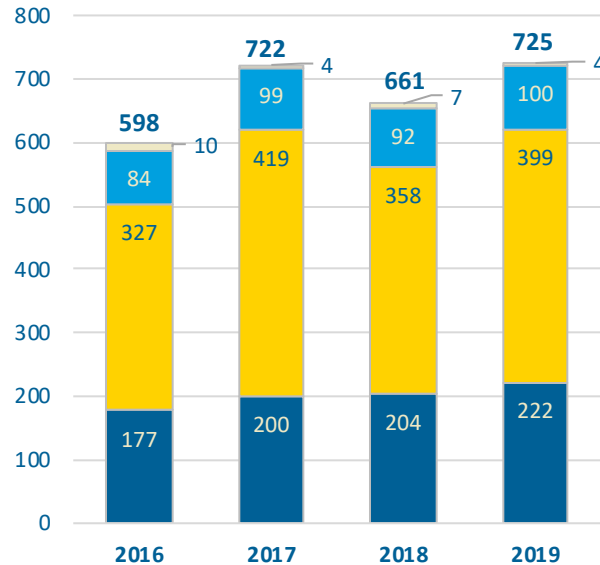
Delawareans

■ 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

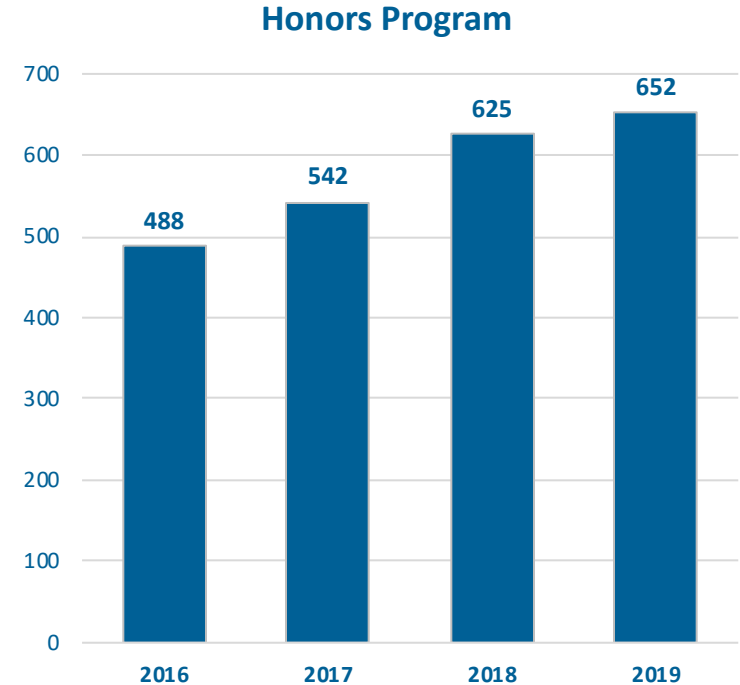
Building the Class of 2023

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

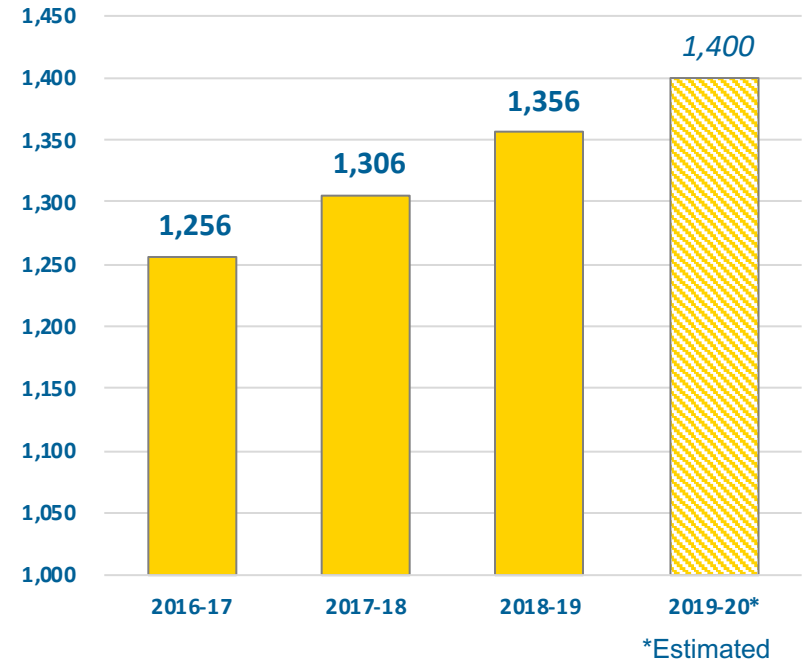
Last year, **10,454** individual counseling sessions were with **11.3%** of undergraduates and **8.4%** of graduate students. Emergency appointments increased by **81%** over the last three years.



Investing in Our Intellectual Capital

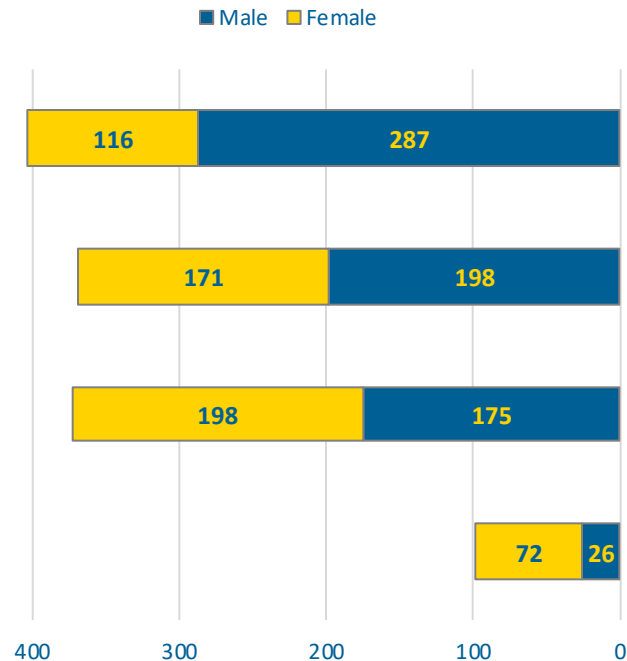


Expanding and Revitalizing Our Faculty



Building an Environment of Inclusive Excellence

Faculty by Gender



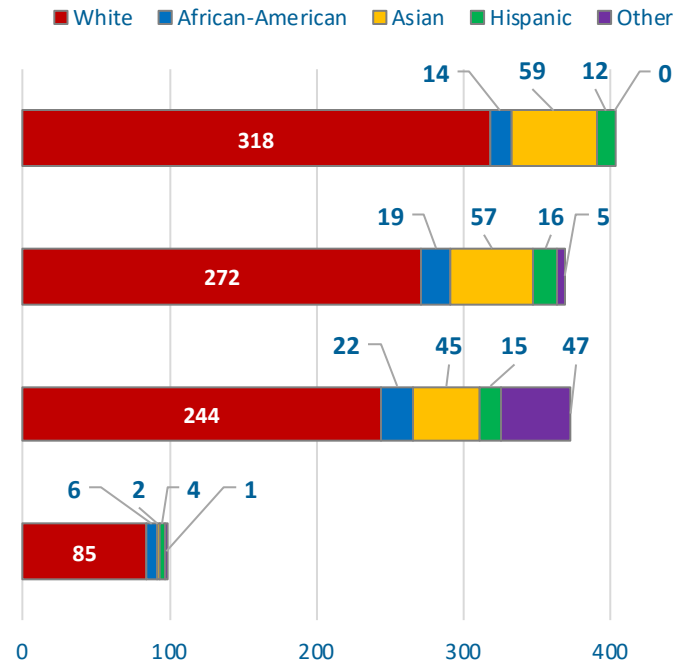
Professor

Assoc.
Professor

Asst. Professor

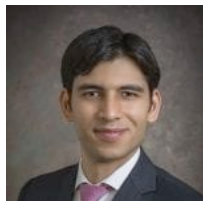
Instructor

Faculty by Race



Building Interdisciplinary Expertise — Data Science Institute

Data Science Cluster Hiring



Beheshti (COE)



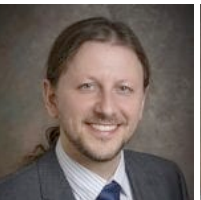
Bianco (CAS)



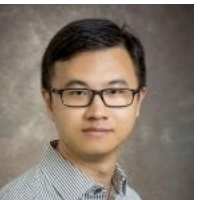
Brockmerier (COE)



Davis (CEOE/CANR)

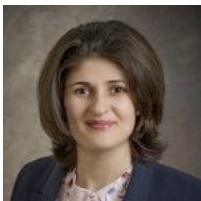


Dopler (CAS)



Wu (COE)

Data Science College Hiring



Barmaki (COE)



Collier (CEHD)



Gao (CEOE)



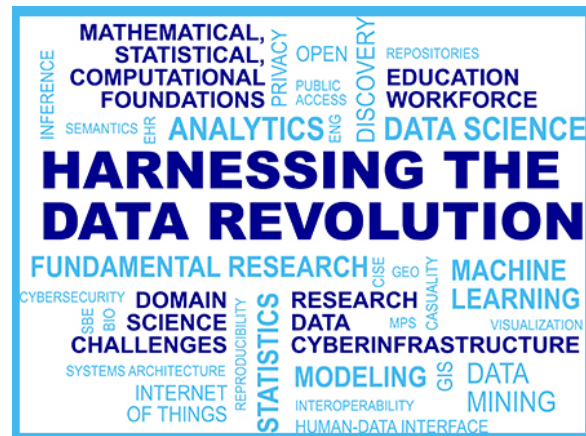
Mondal (CEOE)



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

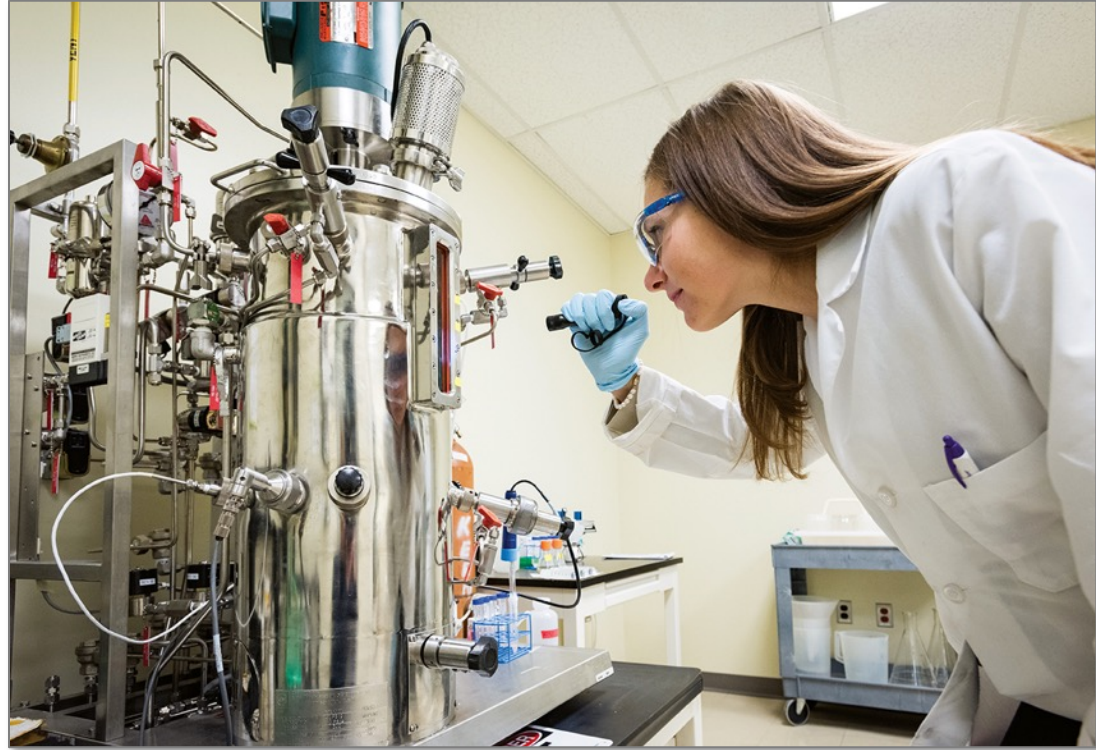
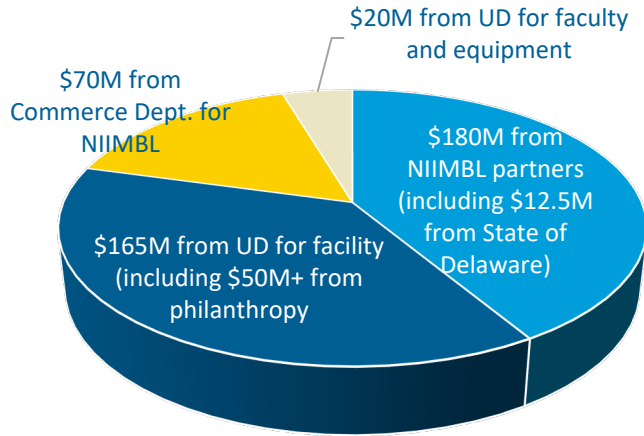
- ❖ Addressing the most complex challenges in our state & nation, including economic reform, environmental sustainability, civil rights, criminal justice, women's rights and more

STAR (Science, Technology & Advanced Research) Campus

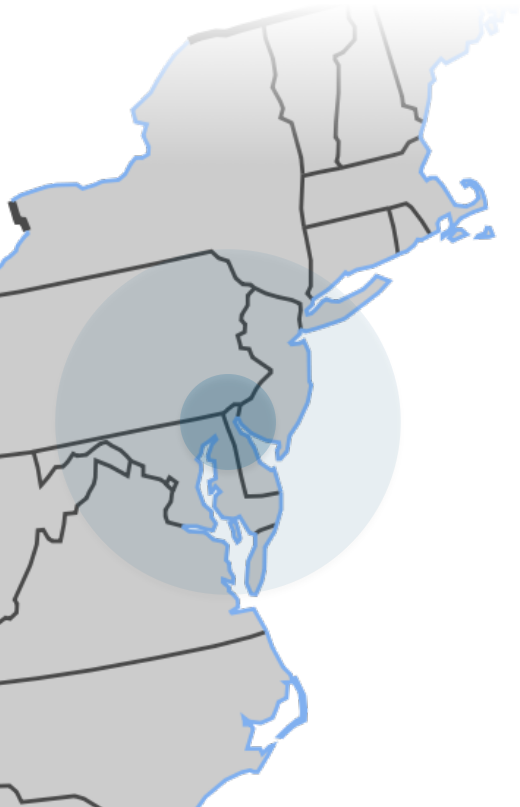


Delaware's Emerging Biopharmaceutical Industry

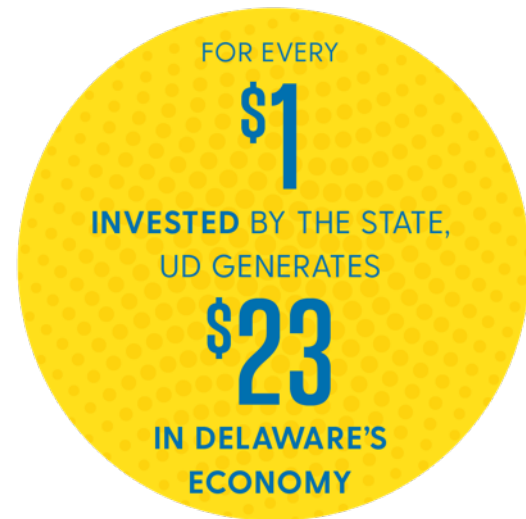
\$435M investment in
biopharmaceuticals



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

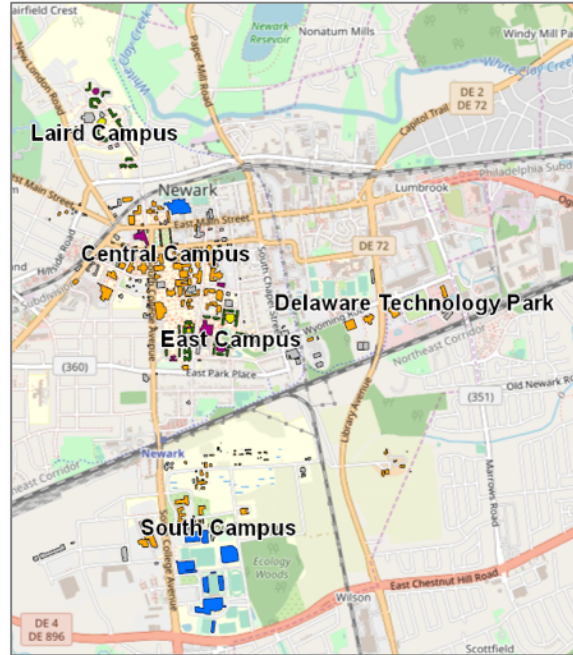
- ❖ A campus of short distances with inviting streetscapes

❖ Amplified

- ❖ Learning beyond the classroom and in the community

❖ Translational

- ❖ Collaborating to solve real-world challenges



Promoting Student Success Through Good Campus Design

- ❖ Residential planning is “science *and* art”
 - ❖ Encourage social engagement and a strong sense of belonging
 - ❖ Most first-year students live in new or substantially renovated housing
 - ❖ Staying flexible while accommodating students’ needs
- ❖ Plan to raze Christiana Towers accelerated due to growing repair costs
 - ❖ Now managing housing through master leases and tripling where appropriate
- ❖ Considering long-term partnership strategies to add new housing sooner



Building the Campus of Tomorrow



Replacing McKinly Lab



Renovating Worrilow Hall

Building the Campus of Tomorrow

Whitney Athletic Center & Delaware Stadium



Hybrid Budget Model

Goals

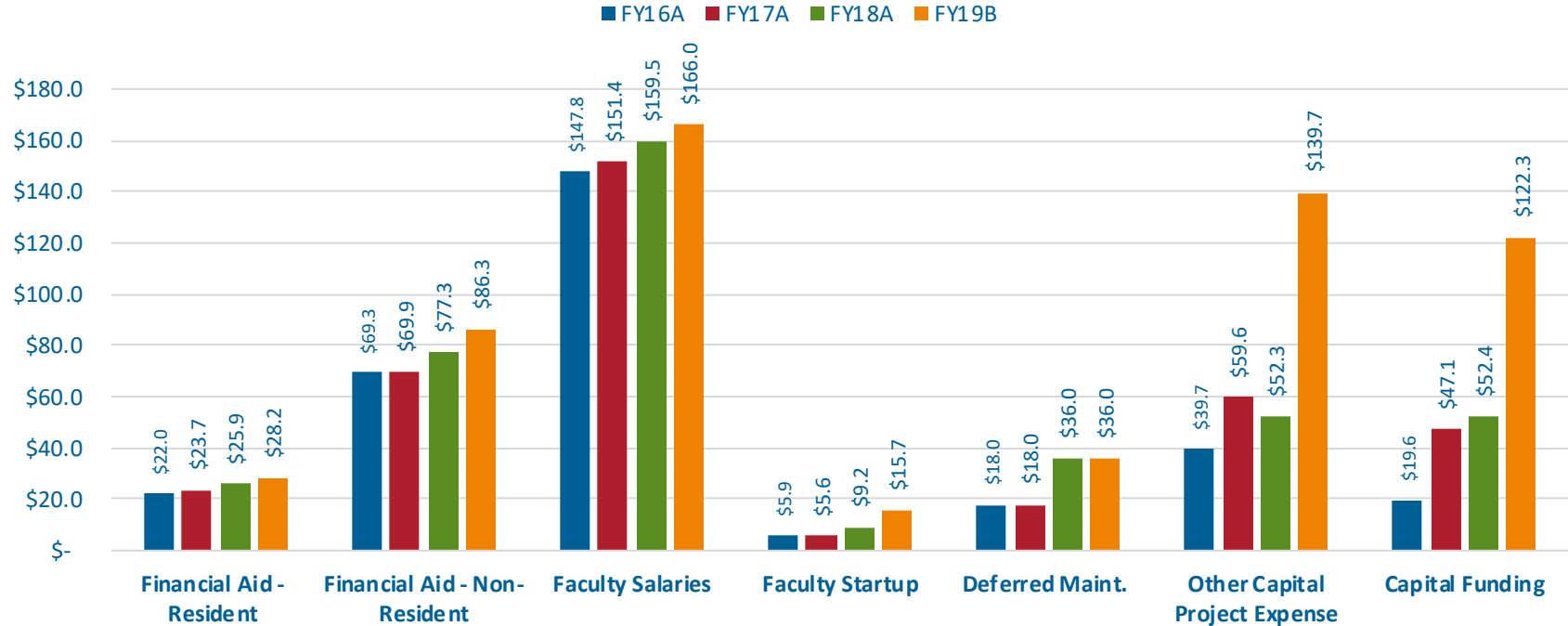
- ❖ Provide predictable base funding to units, while also incentivizing and rewarding growth
- ❖ Enable the realization of strategic priorities, including student success, inclusive excellence, interdisciplinary and global collaboration, and innovation and entrepreneurship while providing services to fulfill core mission
- ❖ Provide incentives to reward unit-level (including college, department and faculty) success and fuel the development of new programs and research

Timeline

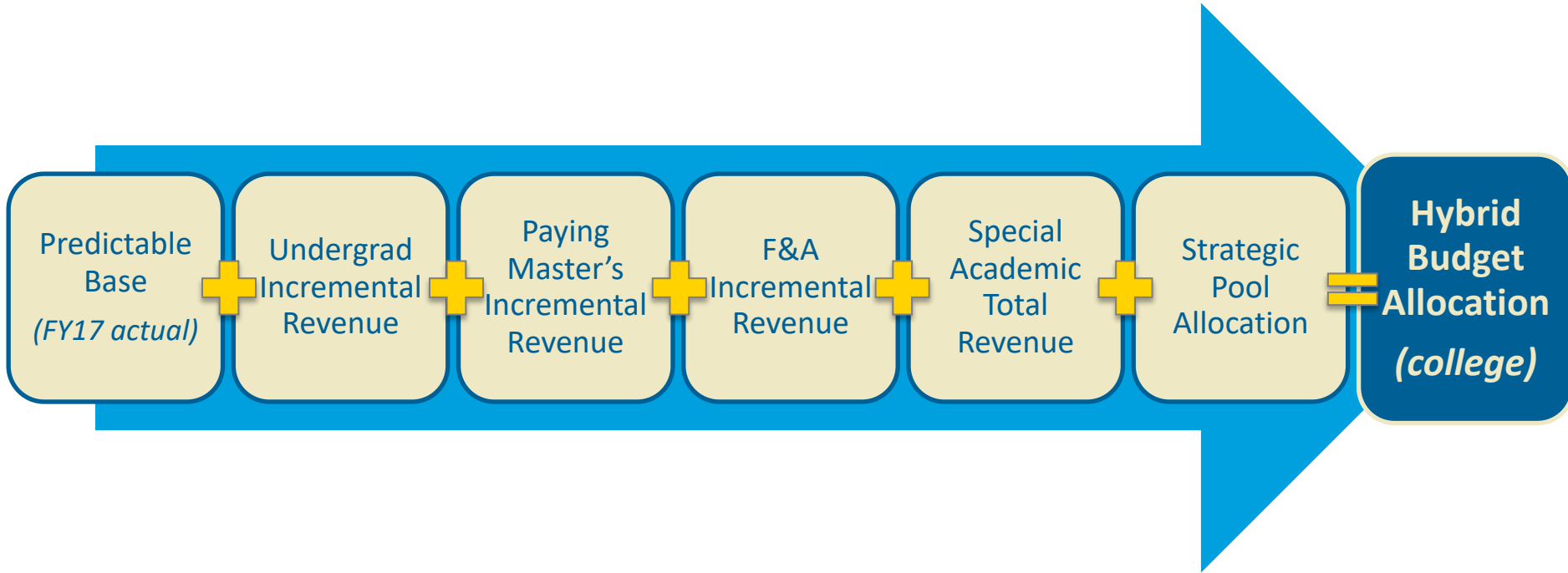
- ❖ Dec. 2017 — Steering Committee formed and charged
- ❖ April-Dec. 2018 — Hybrid model drafted and reviewed
- ❖ Spring 2019 — Model reviewed and presented
- ❖ Summer 2019 — White paper to be released to campus

Raising and Stewarding the Resources

Strategic Investments (in millions)



Hybrid Budget Model



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

What a Difference a Day Can Make



LEARN. LOVE. GIVE.

MAY 15, 2019

Bigger and Bolder

- ❖ 2018 event inspired 2,139 donors to give more than \$322,000 for UD projects
- ❖ Goal for 2019 — 2,750 donors to choose a UD cause close to their hearts and support our people, passions and programs

On campus

- ❖ Food, games, prizes
- ❖ Class Cab with Blue Hen celebrities
- ❖ Thank you notes to donors
- ❖ Faculty and staff voting for favorite fundraising project

Around the world

- ❖ udel.edu/iheartUD and *#IHEARTUD*

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

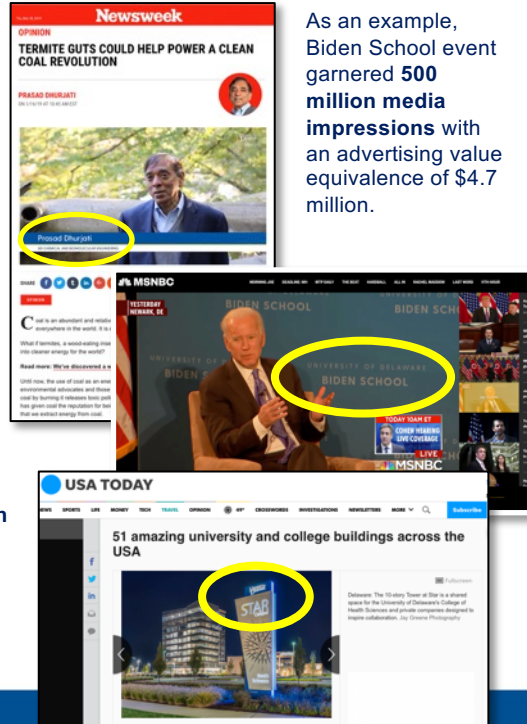


Building Our Brand

Discoverable Content: Paid media



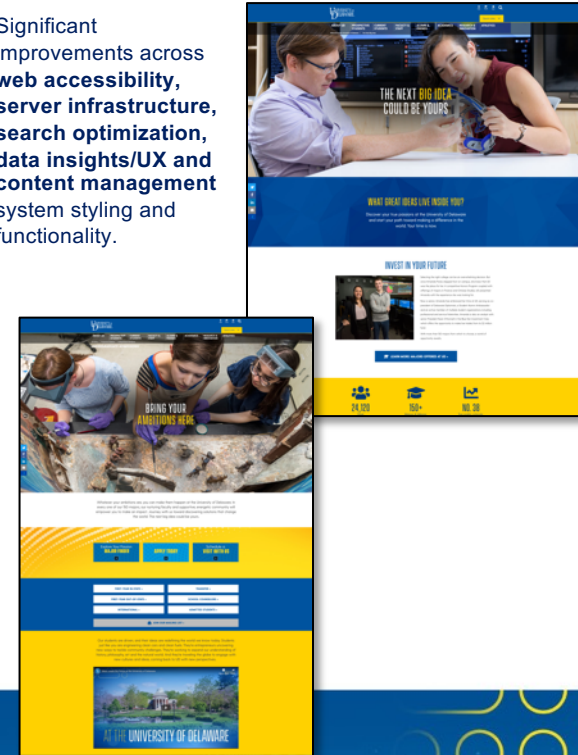
UD in the News: Earned Media Coverage



As an example, Biden School event garnered **500 million media impressions** with an advertising value equivalence of \$4.7 million.

Brand Experience Refresh: Owned media

Significant improvements across **web accessibility, server infrastructure, search optimization, data insights/UX and content management system styling and functionality.**



Campus Activation

Brand-building engagement amplifies reach beyond campus



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