Board of Trustees

President Dennis Assanis
May 14, 2019
An Extraordinary University

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

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

**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:

<table>
<thead>
<tr>
<th>Chemical Engineering</th>
<th>Physical Therapy (#1 in the U.S.)</th>
<th>Public Management and Leadership</th>
<th>UNDERGRADUATE EDUCATION:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Psychology</td>
<td>Our schools of Education, Business and Engineering</td>
<td>Public Affairs</td>
<td>MONEY’s Best Colleges for your Money</td>
</tr>
<tr>
<td>Online Master’s of Education</td>
<td>Nonprofit Management</td>
<td>Forbes Top Public Colleges</td>
<td></td>
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</tbody>
</table>
Our Strategic Priorities

- Access & Affordability
- Competitive Enrollment
- Resources & Support
- Inclusive Excellence
- Interdisciplinary & Global
- Student Success
- Innovation & Entrepreneurship
- Intellectual & Physical Capital

- Retention & Graduation
- Career Outcomes
- Global Impact
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

- Participate in service learning: 53%
- Work in an internship, field experience or clinical placement: 71%
- Study abroad: 33%
- Work with faculty on a research project: 35%
- Complete a capstone project, exam or portfolio: 53%
- Live or work in a learning community: 25%

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

- UD: 93%
- UD peer institutions: 89%
- Association of American Universities: 86%
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

Invigorating the Intellectual Climate of our Campus
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 Jusczak, 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.

~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

- 2016-17: 1,256
- 2017-18: 1,306
- 2018-19: 1,356
- 2019-20*: 1,400

*Estimated
Building an Environment of Inclusive Excellence

**Faculty by Gender**

- **Professor**: 116 Male, 287 Female
- **Assoc. Professor**: 171 Male, 198 Female
- **Asst. Professor**: 198 Male, 175 Female
- **Instructor**: 72 Male, 26 Female

**Faculty by Race**

- **Professor**:
  - White: 318
  - African-American: 14
  - Asian: 59
  - Hispanic: 12
  - Other: 0
- **Assoc. Professor**:
  - White: 272
  - African-American: 19
  - Asian: 57
  - Hispanic: 16
  - Other: 5
- **Asst. Professor**:
  - White: 244
  - African-American: 22
  - Asian: 45
  - Hispanic: 15
  - Other: 47
- **Instructor**:
  - White: 85
  - African-American: 6
  - Asian: 2
  - Hispanic: 1
  - Other: 2
Building Interdisciplinary Expertise — Data Science Institute

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

- $70M from Commerce Dept. for NIIMBL
- $180M from NIIMBL partners (including $12.5M from State of Delaware)
- $165M from UD for facility (including $50M+ from philanthropy)
- $20M from UD for faculty and equipment
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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
<table>
<thead>
<tr>
<th></th>
<th>FY 16A</th>
<th>FY 17A</th>
<th>FY 18A</th>
<th>FY 19B</th>
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<tbody>
<tr>
<td>Financial Aid -</td>
<td>$22.0</td>
<td>$23.7</td>
<td>$25.9</td>
<td>$28.2</td>
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<td>Resident</td>
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<tr>
<td>Financial Aid -</td>
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<tr>
<td>Non-Resident</td>
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<tr>
<td>Faculty Salaries</td>
<td>$47.8</td>
<td>$51.4</td>
<td>$59.0</td>
<td>$56.0</td>
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<tr>
<td>Faculty Startup</td>
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<td>$6.6</td>
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<td>Deferred Maint.</td>
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<td>$18.0</td>
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<tr>
<td>Other Capital</td>
<td>$59.7</td>
<td>$59.0</td>
<td>$51.6</td>
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<tr>
<td>Project Expense</td>
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<tr>
<td>Capital Funding</td>
<td>$19.6</td>
<td>$47.1</td>
<td>$52.4</td>
<td>$122.3</td>
</tr>
</tbody>
</table>

Raising and Stewarding the Resources

Strategic Investments (in millions)
Hybrid Budget Model

- Predictable Base (FY17 actual)
- Undergrad Incremental Revenue
- Paying Master’s Incremental Revenue
- F&A Incremental Revenue
- Special Academic Total Revenue
- Strategic Pool Allocation

Hybrid Budget Allocation (college)
Campaign Goal: Raise $750M by 2020
Raised As of April 1, 2019: $696.9M
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
What a Difference a Day Can Make

**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
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.

Full digital ad campaign with key media partners to boost brand awareness, national reach, and amplification with earned and owned media content (BuzzFeed, Outbrain, UD brand channels).
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