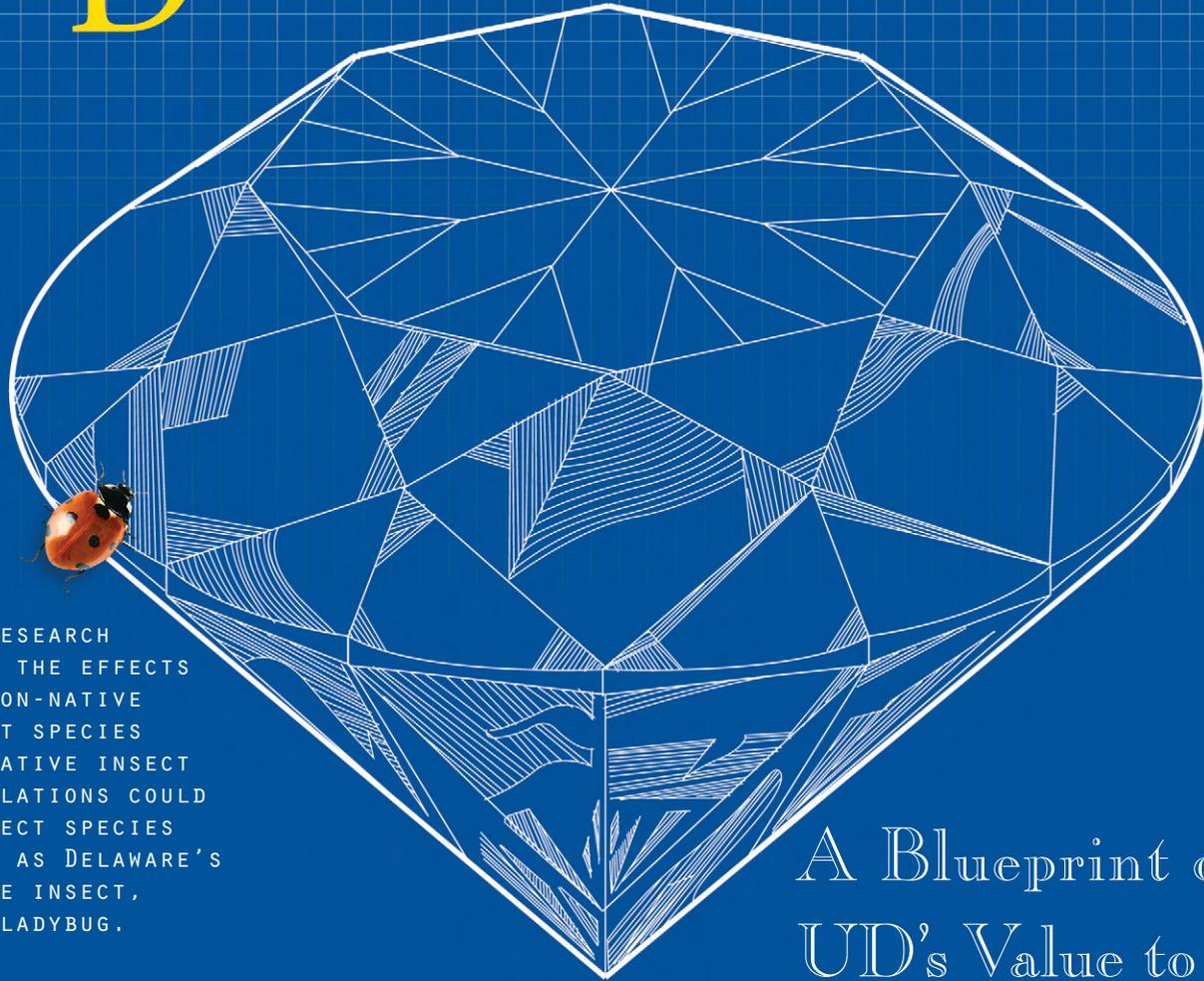




UNIVERSITY OF
DELAWARE



UD RESEARCH
INTO THE EFFECTS
OF NON-NATIVE
PLANT SPECIES
ON NATIVE INSECT
POPULATIONS COULD
PROTECT SPECIES
SUCH AS DELAWARE'S
STATE INSECT,
THE LADYBUG.

A Blueprint of
UD's Value to the
Diamond State

DELAWARE'S ECONOMY AND THE UNIVERSITY OF DELAWARE

The University of Delaware traces its roots to a colonial academy that educated future leaders of a young nation. Today we are proud to carry that tradition forward, providing leadership to the state, the nation, and the world.

The rising prominence of the University of Delaware brings new energy, opportunity, and recognition to the state. The University invigorates Delaware's economy through its academic, research, and service missions, and through the success of graduates who reside in the state and contribute to its dynamic environment.

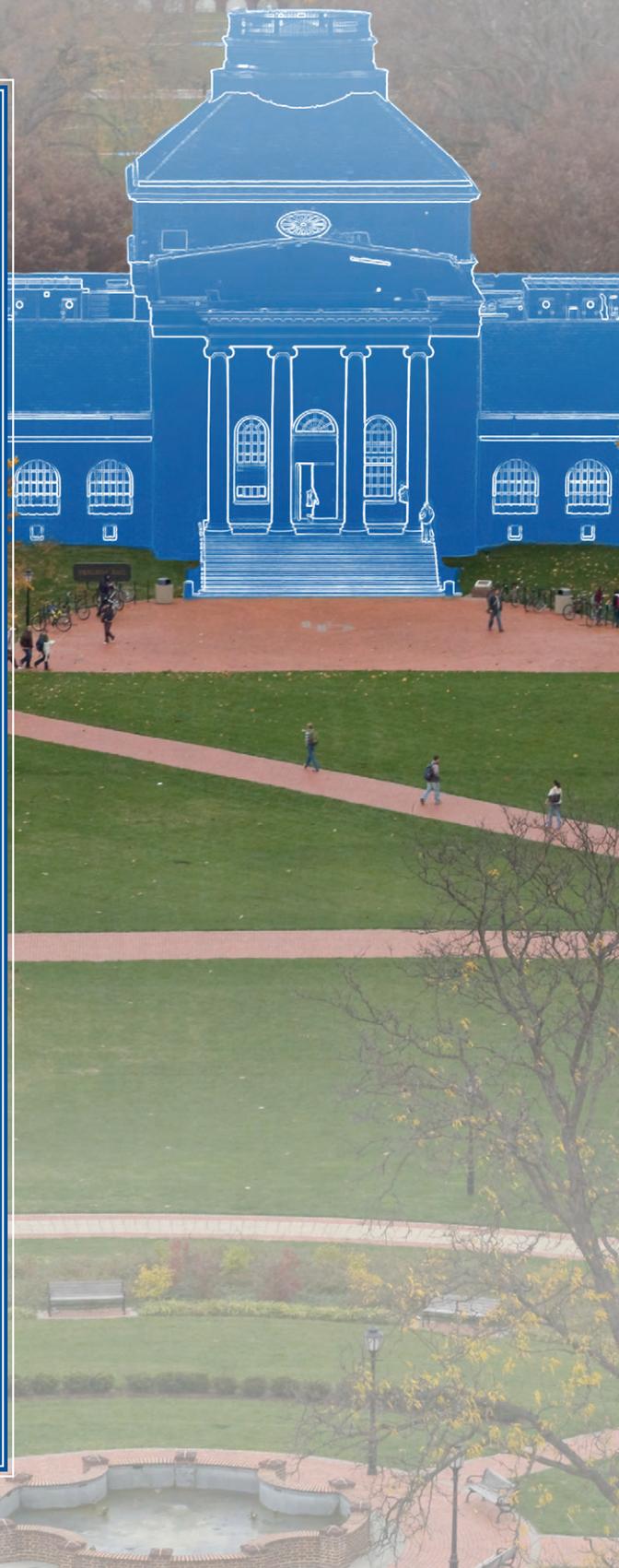
According to the Kauffman Foundation and the Information Technology & Innovation Foundation, Delaware is one of five states leading the United States' transformation into a global, entrepreneurial, knowledge-based economy. Delaware ranks 1st nationwide in high-wage traded services; 1st in industry investment in research and development; 2nd in information technology professionals; 3rd in foreign direct investment; 3rd in the export of manufacturing services; 4th in scientists and engineers; 4th in health IT; and 5th in patents.

UD capitalizes on these strengths by connecting the University's formidable knowledge and resources with external R&D opportunities. With its expertise in environmental sciences, energy technologies, biotechnology and life sciences, and chemical and materials engineering, UD provides leadership for 21st-century economic development and brokers partnerships benefiting the University, the state, and the nation.

The University of Delaware is committed to meeting the workforce- and economic-development needs of its community, fostering innovation and entrepreneurship, and securing regional, national, and international competitiveness and prosperity. UD will only expand its reach and impact in the years ahead as one of the country's premier universities. UD is making a valuable difference in the lives of Delawareans.



Patrick T. Harker
President, University of Delaware



Multifaceted Research

The University of Delaware's advancement from a small college to a major research university began in earnest in 1862 when Congress passed the first Morrill Act. This law called for each state to designate a college or university to teach agriculture, military tactics, the mechanical arts, and home economics so that a practical college education was within reach of working-class citizens.

Initial funding for these programs was provided by granting federally controlled land to the states: Thus the land-grant college was born. The mission of the land-grant colleges was later extended to include agricultural experimental stations and Cooperative Extension.

Over the years, Congress established similar programs supporting research, education, training, and extension projects focused on the nation's marine resources and aerospace technology. Today, UD is one of a few elite institutions that can claim to be a land-grant, sea-grant, and space-grant university.

These designations mean that UD has a long history and a broad base of support for research that serves the state and the nation. With more than 140 graduate degrees and certificate programs currently being offered, UD has earned the Carnegie Foundation's most prestigious designation as a university with "very high research activity."



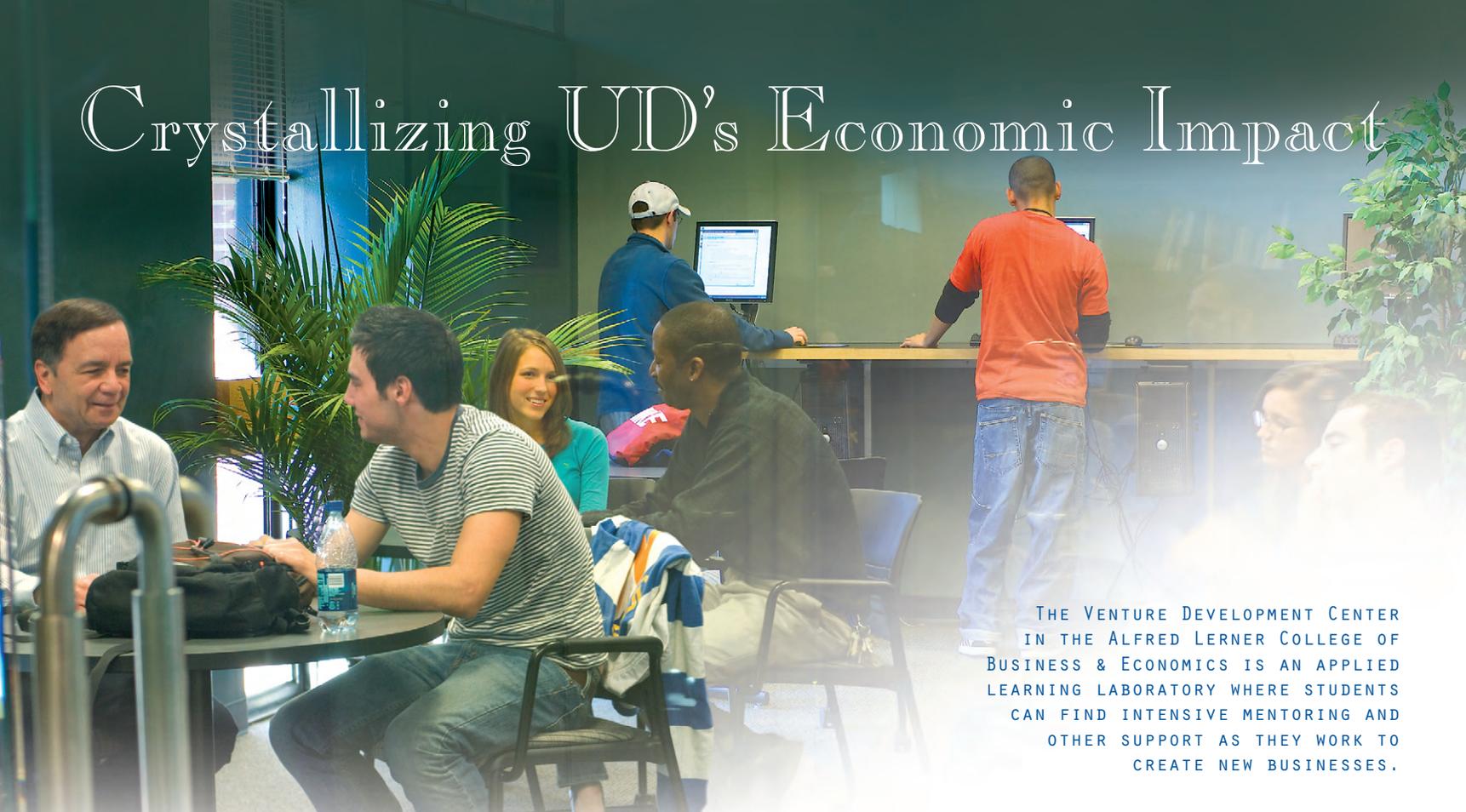
UD IS ONE OF A FEW ELITE INSTITUTIONS THAT CAN CLAIM TO BE A

land-grant, sea-grant,
AND space-grant university



ALUMNI OF UD'S ACCLAIMED ART CONSERVATION PROGRAM HAVE LED PRESERVATION AND RESTORATION EFFORTS OF SOME OF OUR NATION'S MOST TREASURED ARTIFACTS, INCLUDING DOROTHY'S RUBY SLIPPERS FROM *THE WIZARD OF OZ* ON DISPLAY AT THE SMITHSONIAN'S MUSEUM OF AMERICAN HISTORY.

Crystallizing UD's Economic Impact



THE VENTURE DEVELOPMENT CENTER IN THE ALFRED LERNER COLLEGE OF BUSINESS & ECONOMICS IS AN APPLIED LEARNING LABORATORY WHERE STUDENTS CAN FIND INTENSIVE MENTORING AND OTHER SUPPORT AS THEY WORK TO CREATE NEW BUSINESSES.

The University of Delaware is one of the largest employers in the Diamond State. Approximately 3,700 faculty and staff earn \$228 million each year in wages — money that is subsequently recycled back into communities throughout the state for housing, food, and other living expenses.

UD buys products, supplies, and services worth more than \$124 million from Delaware vendors and service providers each year. Delaware-produced goods and services comprise 35% of UD's overall procurement.

The combined expenditures of students, faculty, staff, and the University have an even greater economic impact on the state. These expenditures create a multiplier effect: Businesses recycle

profits from University transactions back into the Delaware economy; likewise, business payrolls are injected back into local communities across the state.

Altogether, the UD community spends approximately \$410 million annually in Delaware. With its estimated multiplier of 1.83x, the total economic impact of UD in Delaware exceeds \$750 million.

According to the Bureau of Economic Analysis, approximately 18 jobs are generated for each \$1 million spent by students, faculty, and staff. Another 21 jobs are created for each \$1 million spent by the University. Thus, the estimated annual expenditures by the entire University community support approximately 7,760 jobs in Delaware.

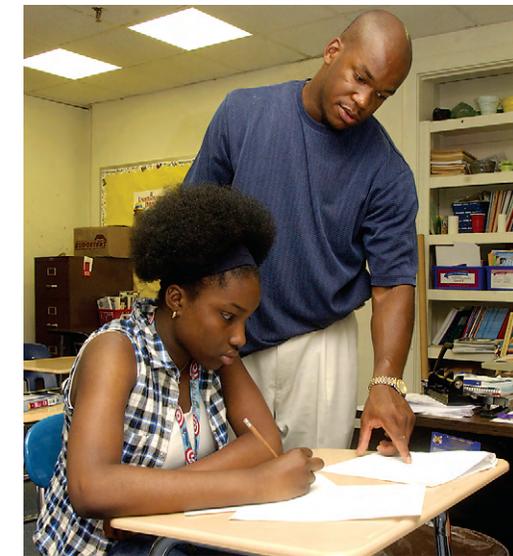
THE ESTIMATED TOTAL ECONOMIC IMPACT OF UD IN DELAWARE
EXCEEDS **\$750 million**

State Gems

The University of Delaware enriches the state in ways beyond simple monetary value. Think of the University as a giant polisher that takes in rough stones and turns out 4,500 brilliant gems each year — UD alumni.

More than 140,000 living UD alumni are making an impact all over the world — 41,000 of them make their homes in Delaware. In the last 20 years, the number of UD graduates who have chosen to reside in Delaware each year has increased 163%, from 704 in 1989 to 1,855 in 2008.

Recruiters from numerous industries actively seek out UD graduates. UD alumni likewise offer a wealth of expertise and service to the state, its businesses, and communities. From the University's most prominent alumnus, Vice President Joe Biden, to U.S. Senator Tom Carper, to state leaders such as Delaware secretaries of transportation, agriculture, and health and social services, to CEOs of corporations such as W.L. Gore & Associates, Inc. and Townsends, Inc., to thousands of teachers, engineers, nurses, and civil servants, UD alumni are using their degrees to create opportunity, prosperity, and well-being for all Delawareans.



THE CITY OF NEWARK IS THE FIRST ELECTRIC UTILITY IN THE UNITED STATES TO USE AN ELECTRIC VEHICLE TO STORE AND PROVIDE POWER FOR THE LOCAL ELECTRIC GRID. THE VEHICLE, WHICH RUNS ON ELECTRICITY ALONE, IS SPECIFICALLY DESIGNED TO STORE ENERGY AND IMPROVE GRID RELIABILITY. UNIVERSITY OF DELAWARE RESEARCHERS HELPED DEVELOP THE CONCEPT, CALLED VEHICLE-TO-GRID (V2G).

A Quality Investment

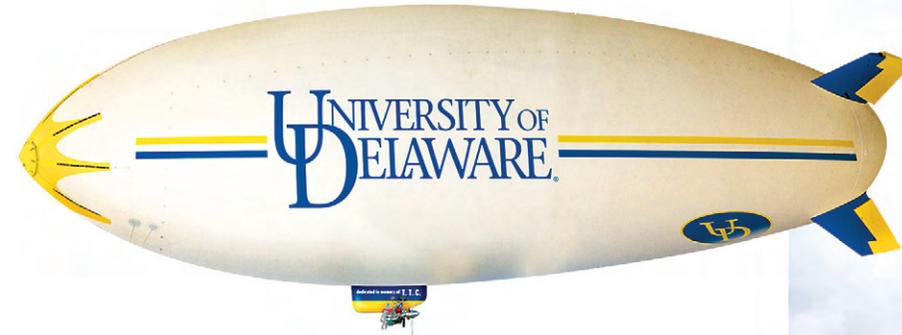
Knowledge-based partnerships are the cornerstone of Delaware's economic future. Academic brainpower united with the practical know-how of business and other community institutions enables the most viable ideas and solutions to surface.

In diverse areas ranging from energy and transportation to health care and agricultural production, Delaware stands to benefit both from the innovations themselves and the economic rewards of capitalizing upon them.

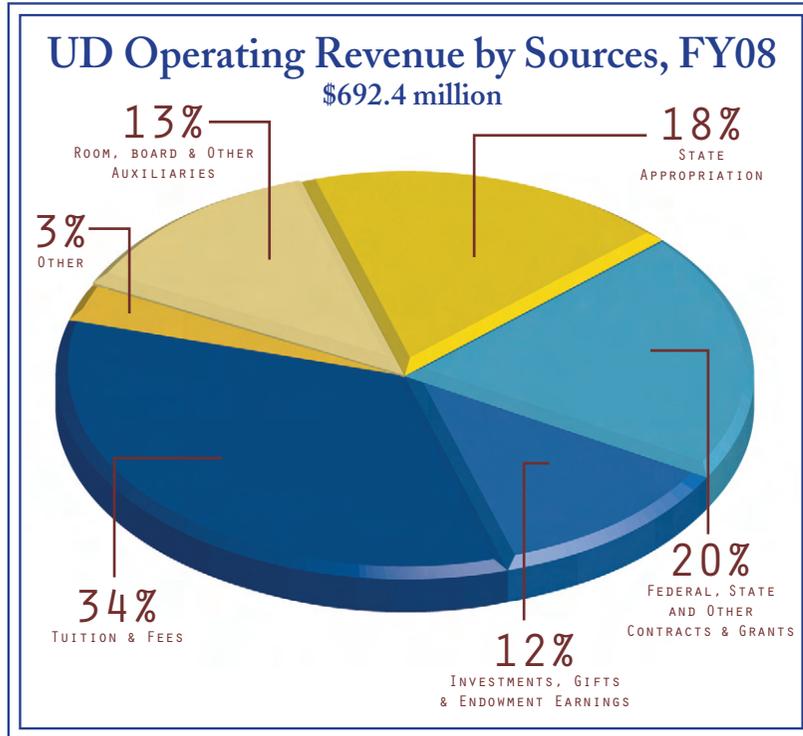
UD is grateful for financial support from the state it serves. It uses that investment to supplement the cost of education for in-state students and to generate income from beyond the state to support the academic, research, and service mission of the University.

More than 53 percent of UD's \$692 million in annual revenue comes from sources outside the state. External support for research at the University increased fourfold over the past 10 years, from \$40 million to \$160 million. One result of this increase has been the creation of additional interdisciplinary research centers and institutes at the University. Such centers serve as economic generators, creating jobs and producing results that can be patented, marketed, and applied to problems or products.

The University's Office of Economic Innovation and Partnerships assists UD researchers in making connections with venture capitalists and others who can bring their innovative ideas to the marketplace. Every \$1 invested in UD returns \$7 to Delaware's economy.



BELIEVED TO BE THE FIRST OF ITS KIND IN A UNIVERSITY SETTING, THE UD AIRSHIP PROJECT CROSSES THREE COLLEGES AND IS EXPECTED TO IMPACT THOUSANDS OF STUDENTS TAKING MORE THAN 50 COURSES. RESEARCHERS WILL BE ABLE TO CAPTURE DATA AND ANALYZE LAND-USE AND LAND-COVER CHANGE, GEOMORPHOLOGY, CLIMATE VARIABILITY, COASTAL PROCESSES, LANDFILL CHEMISTRY, AND A VARIETY OF OTHER ENVIRONMENTAL PHENOMENA.



EVERY \$1 INVESTED IN UD
returns \$7
to Delaware's economy



A Jewel for the Future

As stated in UD's Path to Prominence™ strategic plan, the University's first and most important commitment is to be the flagship of higher education for the state of Delaware—both by ensuring that every Delawarean has access to a top-quality education, and by applying the strengths and resources of the University to benefit the greater Delaware community.

While two-thirds of UD students come from outside the state, Delaware residents come first. UD's *Commitment to Delawareans* admissions policy is not just lip service. Four out of five college-bound Delawareans apply to UD; 92% of them are admitted, either directly to the Newark campus (63%) or to the Associate in Arts program (29%), which can lead directly to a four-year degree from UD. By comparison, only 46% of out-of-state applicants are admitted, and most importantly, Delawareans are admitted *before* non-Delawareans.

UD offers a financial commitment to Delawareans as well. Beginning with the class of 2009-10, all admitted Delawareans will be provided with financial aid up to their demonstrated need for tuition, fees, on-campus room and board, and books. Upon graduation, the total indebtedness of Delawareans will be no more than what can be afforded on the salary of a new elementary school teacher in the First State.

The difference between the tuition and fees of an in-state versus an out-of-state student is largely covered by state appropriations. State funds, although only 18% of UD's overall revenue, pay about 62% of the cost of educating an in-state student.

An investment in a Delaware education pays off. A recent study by *Smart Money* magazine ranked UD 16th in the nation in terms of graduates' earning power versus tuition—higher than any Ivy League school in the survey.

Full Cost of Educating a University of Delaware Student



What's an Endowment?

An endowment account represents a gift of funds that, as required by the donor, are legally restricted to be maintained in perpetuity and invested to produce income. The original gift is referred to as the corpus, or body of the endowment. A portion of investment income earned on the endowed corpus is distributed and expended on programs and services as intended by the donor. The remainder of the investment income is reinvested to grow the account, providing a hedge against the loss of purchasing power due to inflation.

The sum of a university's endowed gift accounts is referred to as the university's endowment. The endowment helps to stabilize and protect the long-term financial health of the university via a perpetual stream of investment income to support the university's mission. A university's endowment is an often cited measure of its resources. UD's endowment currently is valued at approximately \$900 million.

Settings in Every Corner of the State



The University of Delaware offers services and operates facilities in all three Delaware counties. From the Carvel Research and Education Center in Georgetown and the Hugh R. Sharp Campus in Lewes, to the Paradee Center in Dover, and the UD Downtown and Goodstay Centers in Wilmington, the University educates, trains, and employs citizens throughout the state.

No Delawarean is beyond the reach of the University or untouched by its activities. For example,

- teachers and nurses can continue their education through online or in-person professional development courses offered across the state and apply their knowledge in the class or hospital room;
- local government officials receive technical assistance and training in best practices, leading to sound decisions for their constituents;

- Cooperative Extension agents share the latest research on crop varieties and poultry diseases with the farmers who put fresh food on our tables;
- government and nonprofit agencies alike receive extensive support and the information they need to address issues such as transportation, poverty, and health care; and
- small business entrepreneurs throughout the state turn to UD's Small Business Development Center for expert advice and assistance.

UD's reach extends around the world. The University created the first study-abroad program for American students in 1923. Today, 45% of UD's undergraduates participate in international study programs in 45 countries.

NO DELAWAREAN IS BEYOND THE reach of the University OR UNTOUCHED BY ITS ACTIVITIES



INNOVATIVE RESEARCH CONDUCTED AT UD HAS PRODUCED A MID-SIZED ROBOT THAT PROVIDES MOBILITY TO CHILDREN WHO ARE UNABLE TO FULLY EXPLORE THE WORLD ON THEIR OWN.

That Extra Sparkle

Delaware residents as well as visitors to the state benefit from a wealth of exciting, culturally rich attractions through the University's diverse range of museum exhibits, world-class performances in music and theatre, cultural exhibits and special events, recreational programs, campus conferences, alumni get-togethers, and athletic events.

More than 300,000 people per year visit the UD campus for a variety of athletic, social, community, and cultural events.

UD hosts approximately 160 intercollegiate athletic events annually, attracting teams and fans from throughout the state and region. Many of those spectators, including visiting teams and their supporters, stay overnight and have an impact on the local and state economies through lodging, meals, and entertainment. Demand for UD-branded apparel and other products is also an economic plus.

Approximately 20,000 prospective students visit the Newark campus each year, accompanied by an average of 2.3 guests. UD's spring Commencement ceremony is one of the largest visitor events in the state each year, rivaling NASCAR races in Dover in terms of hotel bookings.



THE HINGED ICE SKATE, DESIGNED AND PATENTED BY A UD RESEARCHER, HELPS PREVENT JUMP-RELATED INJURIES IN SKATERS. UD'S ICE SKATING SCIENCE DEVELOPMENT CENTER IS A WORLD-RENOWNED TRAINING AND RESEARCH FACILITY IN THE SPORT OF FIGURE SKATING.

MORE THAN
300,000

PEOPLE PER YEAR VISIT THE UD CAMPUS FOR A VARIETY OF ATHLETIC, ACADEMIC, SOCIAL, COMMUNITY, AND CULTURAL EVENTS.



Alumni Who Shine



SUSAN STROMAN
BROADWAY PRODUCER & CHOREOGRAPHER



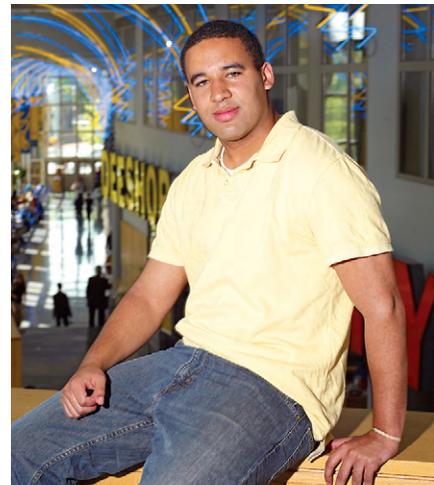
“I HAVE VERY FOND MEMORIES OF MY EXPERIENCE AT UD. IT IS VERY REWARDING TO SEE THE NUMBER OF GRADUATES THAT HAVE EMBARKED UPON CAREERS WITHIN THE GORE ENTERPRISE. WE ARE FULLY COMMITTED TO CONTINUING THIS STRONG PARTNERSHIP.”

—TERRI KELLY, EG '83
PRESIDENT & CEO,
W.L. GORE & ASSOCIATES, INC.

“THIS PLACE JUST KEEPS GETTING BETTER AND BETTER AND BETTER... [UD] PLAYED SUCH A SIGNIFICANT ROLE IN SHAPING MY LIFE... I AM PROUD THAT THIS GREAT UNIVERSITY HAS INSTILLED THAT KIND OF INTENSITY IN ITS GRADUATES.”



—JOSEPH R. BIDEN JR., AS '65
VICE PRESIDENT OF THE UNITED STATES

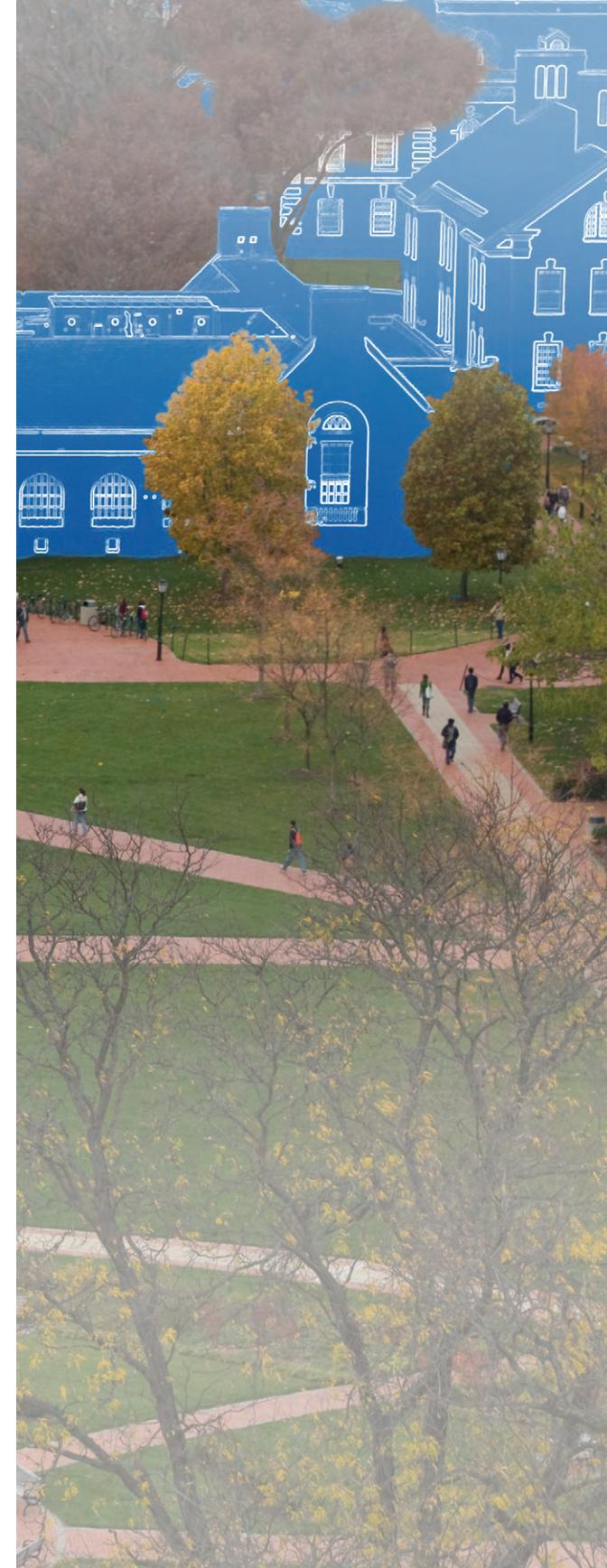


“UD HAS PROVIDED ME WITH INNUMERABLE OPPORTUNITIES TO GROW BOTH INSIDE AND OUTSIDE OF THE CLASSROOM. AS I MOVE ON TO OTHER CHALLENGES, I KNOW THAT I AM PREPARED TO FACE THEM, EQUIPPED WITH THE KNOWLEDGE, SKILLS, AND CONFIDENCE THAT ARE THE PRODUCTS OF A UD EDUCATION.”

—TEAGAN GREGORY, AS '09
STUDENT GOVERNMENT ASSOCIATION
PRESIDENT '08-'09



JOE FLACCO
BALTIMORE RAVENS QUARTERBACK



For more information or to obtain copies of this report, please contact the University of Delaware Office of Communications & Marketing at 302-831-2792. An online version is available at www.udel.edu/diamondreport/.

Data Sources

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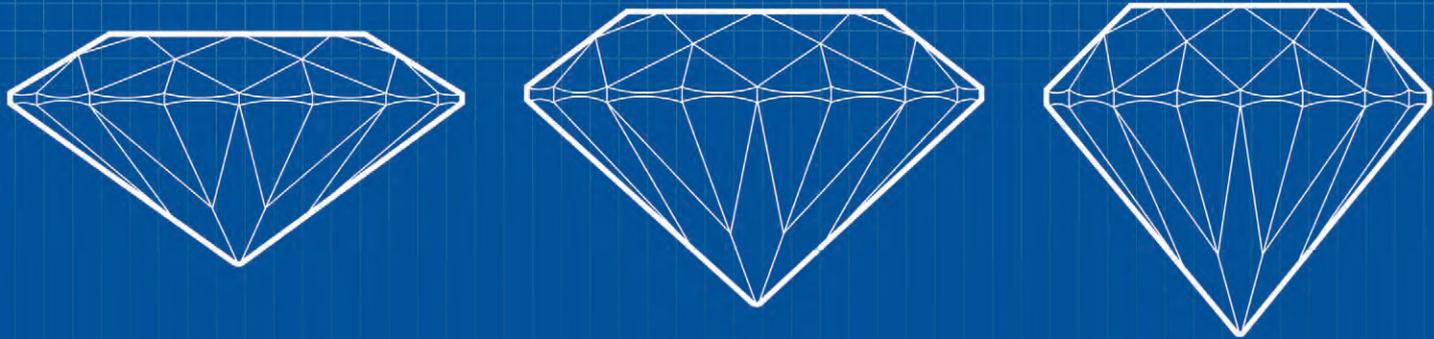
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Photo of ruby slippers courtesy of the Smithsonian's Museum of American History.

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One of Delaware's nicknames, The Diamond State, was bestowed by Thomas Jefferson, according to legend, because he described Delaware as a "jewel" among states due to its strategic location on the Eastern Seaboard. Even today, Delaware benefits from its central position between New York City and Washington, D.C., and its access to Delaware Bay and the Atlantic Ocean.

In 1743, Dr. Francis Alison founded an academy from which emerged three signers of the Declaration of Independence. Over 250 years later, the University that has evolved from that small school continues to be a shining "jewel in the crown" of Delaware, providing leadership, knowledge, innovation, and opportunity for those who live and work in the Diamond State.

