President Dennis Assanis
Strategic Planning

• Where are we now? Where do we want to go?
• Identify peer institutions for comparison — current and aspirational
• Articulate shared vision and identify cross-cutting strategic themes — actionable strategic plan
• Tie unit goals to strategic themes — collaboration!
• Develop resources for strategic plan goals
Aspiration

“Progress under the Path to Prominence advanced the University in many dimensions. To focus and prioritize our aspiration to be counted among the world’s premier research universities, the University of Delaware sets the goal of achieving scholarly productivity, breadth and impact on a per capita basis that will be on par with the top half of the Association of American Universities (AAU) public universities by 2025.”

— Delaware Will Shine: A Blueprint for a Pre-Eminent Learner-Centered Research University
The Association of American Universities (AAU) is a nonprofit 501(c)(3) organization founded in 1900 that comprises 62 leading public and private research universities in the US and Canada.

AAU focuses on issues that are important to research-intensive universities, such as funding for research, research policy issues, and graduate and undergraduate education.

AAU member universities are on the leading edge of innovation, scholarship, and solutions that contribute to the nation's economy, security, and well-being. The 60 AAU universities in the US award nearly one-half of all doctoral degrees and 55 percent of those in the sciences and engineering.

Membership in AAU is by invitation and is based on the high quality of programs of academic research and scholarship and undergraduate, graduate, and professional education in a number of fields, as well as general recognition that a university is outstanding by reason of the excellence of its research and education programs.
AAU Member Institutions - Public

- Georgia Institute of Technology
- Indiana University
- Iowa State University
- Michigan State University
- Ohio State University
- Penn State University
- Purdue University
- Rutgers University
- Stony Brook University
- Texas A&M University
- University at Buffalo
- University of Arizona
- University of California, Davis
- University of California, Berkeley
- University of California, Irvine
- University of California, Los Angeles
- University of California, San Diego
- University of California, Santa Barbara
- University of Colorado, Boulder
- University of Florida
- University of Illinois, Urbana-Champaign
- University of Iowa
- University of Kansas
- University of Maryland
- University of Michigan
- University of Minnesota
- University of Missouri
- University of North Carolina, Chapel Hill
- University of Oregon
- University of Pittsburgh
- University of Texas, Austin
- University of Virginia
- University of Washington
AAU Member Institutions - Private

- Boston University
- Brandeis University
- Brown University
- California Institute of Technology
- Carnegie Mellon University
- Case Western Reserve University
- Columbia University
- Cornell University
- Duke University
- Emory University
- Harvard University
- Johns Hopkins University
- Massachusetts Institute of Technology
- New York University
- Northwestern University
- Princeton University
- Rice University
- Stanford University
- Tulane University
- University of Chicago
- University of Pennsylvania
- University of Rochester
- University of Southern California
- Vanderbilt University
- Washington University, St. Louis
- Yale University
Traditional Peer List

Baylor University
Boston University
Brown University
Carnegie Mellon University
Clemson University
College of William & Mary
Georgia Institute of Technology
George Washington University
Lehigh University
Marquette University
Miami University of Ohio
Pennsylvania State University

Rutgers University
Syracuse University
University of Connecticut
University of Massachusetts Amherst
University of Maryland- College Park
University of Miami
University of North Carolina Chapel Hill
University of Notre Dame
University of Pennsylvania
University of Pittsburgh
University of Virginia
Virginia Tech

AAU Institution, Non-AAU Peer
Emerging Set of Peers

Boston University  Texas A&M University
Case Western University  University of Arizona
Georgia Institute of Technology  University of Connecticut
Indiana University  University Illinois Urbana-Champaign
Iowa State University  University of Maryland
Michigan State University  University of Massachusetts Amherst
NC State University  University of Michigan
Ohio State University  University of Minnesota
Penn State University  University of North Carolina at Chapel Hill
Purdue University  University of Virginia
Rutgers University  University of Utah
Stony Brook University  Virginia Tech

AAU Institution, Non-AAU Peer
Strategic Principles

• Enhancing the success of our students
• Building an environment of inclusive excellence
• Investing in our intellectual and physical capital
• Strengthening interdisciplinary and global programs
• Fostering a spirit of innovation and entrepreneurship

Within a framework of operational excellence
Enhancing the success of our students

Art & Design classroom

Commencement 2016
Enhancing the success of our students

“Murky Middle” Students Leaving Even After the First Year

Histogram of First Time Full Time UD Students by First-Year GPA
Students first enrolled Fall 2006-Fall 2011

Predictive Analytics
Enhancing the success of our students

Six-Year Graduation Rate — All Races — UD vs. AAU Publics

NOTE: 2014 graduates
Enhancing the success of our students

Six-Year Graduation Rate — African-American — UD vs. AAU Publics

NOTE: 2014 graduates
Enhancing the success of our students

Six-Year Graduation Rate — Hispanic — UD vs. AAU Publics

University of Kansas
University of Arizona
Iowa State University
Purdue University
University of Missouri
University of Colorado
University of Buffalo
University of Oregon
University of Michigan
University of Wisconsin
University of California, San Diego
University of California, Santa Barbara
University of Maryland, College Park
University of Illinois, Urbana-Champaign
Ohio State University
University of North Carolina at Chapel Hill
University of Pittsburgh
University of Pennsylvania
University of Virginia

NOTE: 2014 graduates
Building an environment of inclusive excellence

- Our Students
- Our Faculty & Staff
- Our Programs & Curriculum
- Our Culture & Climate

Twilight Induction 2016
Career & Life Studies Certificate Program
Building an environment of inclusive excellence

Our Students

• Commitment to Delawareans
• SAT-optional pilot
• Give Something Back Foundation
• UD Scholars program
• College Readiness Scholars Institute
• Associate in Arts program
• Services for veterans, LGBTQ students and students with disabilities
• Louis Stokes Alliances for Minority Participation
• NEH Next Generation PhD Grant

McNair Scholars at Career Services Center
Building an environment of inclusive excellence

Our Faculty & Staff

• UD ADVANCE
• Cluster hires
• Faculty Excellence Initiative
• National Center for Faculty Development & Diversity
• Blue & Gold Professorships/Named Professorships

Faculty Commons
Building an environment of inclusive excellence

Our Programs & Curriculum

• Multicultural course requirements
• Freshman seminar modules
• Faculty training
• First Year Common Reader

Bryan Stevenson, “Just Mercy”
Building an environment of inclusive excellence

Our Culture & Climate

- Multicultural center
- Bias & harassment reporting
- Title IX training, reporting & investigation
- Climate surveys
- Diversity champions (Asst. V.P. for Student Life, Diversity & Inclusion)
- UD Partnership for Public Education
- Near Peer counseling program
Investing in our intellectual & physical capital

New Faculty Orientation reception

Center for Biomedical & Brain Imaging
Investing in our intellectual & physical capital

Sponsored Research Expenditures per FTE Faculty — UD vs. AAU Publics

NOTE: FY2014

$730.93

$55.76

$127.24

$0

$100

$200

$300

$400

$500

$600

$700

$800

University of Delaware
Investing in our intellectual & physical capital
Strengthening interdisciplinary & global programs

Assistive Medical Technologies

Project Lead the Way

UD students in Budapest
Strengthening interdisciplinary & global programs

Percentage of International Undergraduate Students — UD vs. AAU Publics

NOTE: Fall 2014
Strengthening interdisciplinary & global programs

Percentage of International Graduate Students — UD vs. AAU Publics

NOTE: Fall 2014
Strengthening interdisciplinary & global programs

Number of Graduate Degrees Awarded — UD vs. AAU Publics

NOTE: 2014 graduates
From UD’s Mission statement:

... The University of Delaware is a **major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education**. UD faculty are committed to the intellectual, cultural, and ethical development of students as citizens, scholars, and professionals. UD graduates are prepared to contribute to a global and diverse society that requires leaders with creativity, integrity and a dedication to service.

(Approved by University Faculty Senate April 5, 1993; approved by the Board of Trustees May 26, 1993; May 19, 2008)
Interdisciplinary graduate program development in signature areas of research strength

- African American Material Culture Studies/Digital Public Humanities
- Computational Social Sciences
- Cybersecurity
- Environmental Science & Engineering
- Microbiology
- Rehabilitation Science
Fostering a spirit of innovation & entrepreneurship
Fostering a spirit of innovation & entrepreneurship

Be Curious.

Explore.

Ask what if...

Creativity

...and why not?

Interdisciplinary Initiatives

Humanities

Arts

Social Sciences

Natural Sciences
Fostering a spirit of innovation & entrepreneurship

Assessment

• Self-study, independent review, observations
• 40 stakeholders
• “Potential” is clear theme
• Full report this fall

Key word survey results
Fostering a spirit of innovation & entrepreneurship

Realize UD’s potential

• Build our brand
• Perform aggressive, strategic marketing and communications outreach
• Engage alumni
• Promote and strengthen our existing assets

Hospitality students & faculty visit alumni at Eataly in NYC
Fostering a spirit of innovation & entrepreneurship

Nurture the culture

• Inspire collaboration and engagement
• Attract and retain the most innovative students and faculty
• Encourage a research structure responsive to commercialization opportunities
• Invest in operational excellence

Playskin Lift assistive garment
How do we make this happen?

1. Perform enrollment capacity study
2. Increase tuition revenue to university
   A. International undergraduate expansion
   B. Master’s program expansion
   C. Explore differential tuition
3. Explore opportunities for operational excellence
   A. Implement administrative efficiencies to realize savings
   B. Optimize use of instructional resources
   C. Reduce duplication of services, centralize for efficiency
4. Partner with the state and local industry
5. Bond buildings and maintenance
6. Launch capital campaign
President Dennis Assanis