President Dennis N. Assanis

Board of Trustees Retreat
October 4, 2018
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.
Our Strategic Priorities

- Access & Affordability
- Competitive Enrollment
- Resources & Support
- Retention & Graduation
- Career Outcomes
- Global Impact

Our Strategic Pillars:
- Inclusive Excellence
- Interdisciplinary & Global
- Student Success
- Innovation & Entrepreneurship
- Intellectual & Physical Capital
Senior Leadership Team — Provost and Deans

Provost
Robin Morgan

Dean
Estella Atekwana
CEOE

Dean
Kathy Matt
CHS

Interim Dean
John Pelesko
CAS

Dean
Mark Rieger
CANR

Dean
Levi Thompson
CoE

Dean
Carol Vukelich
CEHD

Dean
Bruce Weber
LCBE
Senior Leadership Team — Administration

Alan Brangman  EVP
Glenn Carter   OCM
Jim Dicker    DAR
Laure Ergin   General Counsel
Jeff Garland  Univ. Secretary
Peter Krawchyk  FREAS
Chris Lucier  Enrollment Mgmt.

Greg Oler       Finance
Sharon Pitt  Information Tech.
Chrissi Rawak  Athletics
Mary Remmler  Strategic Planning
Jose-Luis Riera  Student Life
Charlie Riordan  Research, Sch. & Innov.
Access to Excellence

Class of 2022

- Near-record enrollment with 4,254 students
- Largest enrollment of Delawareans in recent history at 1,828 on Newark campus and in AA program
- Honors and academic excellence
- 602 Honors students (high mark 620)
- Average SAT up 12 points to 1275, average GPA 3.76 — Strongest academic credentials of any class in UD history
First-Year Students—Inclusive Excellence

- 670 from underrepresented minority groups
  - 323 of our new Delaware students (24.8%) are from underrepresented populations
  - 35.2% of our Associate in Arts program entering class are underrepresented minority
- Increasing access for transfer students, including 115 international students and 52 Delaware underrepresented minority students
Internationalizing Our Community

- Welcomed 263 new international undergraduate students in Fall 2018
- Total international undergraduate enrollment now 5.2%, up from 3.8% in Fall 2016
- Students from 40 countries around the world

Habitat for Humanity project with Institute for Global Studies

Leading Students to Success

International Undergraduates

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students</td>
<td>743</td>
<td>876</td>
<td>954</td>
</tr>
</tbody>
</table>
Leading Students to Success

Access and affordability as priorities

Delawareans

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,315</td>
<td>7,351</td>
<td>7,376</td>
</tr>
</tbody>
</table>

First Generation

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,578</td>
<td>2,609</td>
<td>2,671</td>
</tr>
</tbody>
</table>

Pell Grant recipients

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,658</td>
<td>2,762</td>
<td>2,836</td>
</tr>
</tbody>
</table>
Leading Students to Success

Financial Aid for Delawareans (in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>UD funds</th>
<th>State funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>$11.6</td>
<td>$10.4</td>
</tr>
<tr>
<td>FY17</td>
<td>$13.3</td>
<td>$10.4</td>
</tr>
<tr>
<td>FY18</td>
<td>$15.5</td>
<td>$10.4</td>
</tr>
<tr>
<td>FY19</td>
<td>$17.1</td>
<td>$10.4</td>
</tr>
</tbody>
</table>
Tuition & Fees for Newark Undergraduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-Resident</th>
<th>Resident</th>
<th>Average after fin. aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>$29,932</td>
<td>$12,112</td>
<td>$7,720</td>
</tr>
<tr>
<td>2014-15</td>
<td>$30,692</td>
<td>$12,342</td>
<td>$7,438</td>
</tr>
<tr>
<td>2015-16</td>
<td>$31,420</td>
<td>$12,520</td>
<td>$7,437</td>
</tr>
<tr>
<td>2016-17</td>
<td>$32,250</td>
<td>$12,830</td>
<td>$7,438</td>
</tr>
<tr>
<td>2017-18</td>
<td>$33,150</td>
<td>$13,160</td>
<td>$7,123</td>
</tr>
</tbody>
</table>

2017-18 tuition & fees

- Non-Resident: $33,150
- Resident: $13,160
- $6,037 (Avg. fin. aid)
- $7,123 Resident average after fin. aid
Clarity and Commitment: Delawarean Needs

Describing the “Commitment to Delawareans”
We pledge to meet the full demonstrated financial need of all qualified Delawareans (incoming first-time freshmen and Associate in Arts students) based on the Estimated Family Contribution as determined by the Free Application for Federal Student Aid, after accounting for student loan borrowing and other scholarships and grants, so students will not be asked to borrow more than 25% of the cost of a UD education.

But ...
- What does “full demonstrated financial need” mean?
- What is the Estimated Family Contribution?
- Are student loans part of the Estimated Family Contribution?
- Why does a private scholarship reduce a family’s financial aid from UD?
- Why aren’t transfer students included?

The impact:
- Students, families and potential donors are confused and frustrated.
- Low-income students don’t apply because they think they can’t afford UD.
- Some students attend DelTech to save money, then can’t get Commitment aid.
## Re-imagining Commitment to Delawareans Program

<table>
<thead>
<tr>
<th>Institution</th>
<th>Income Eligibility</th>
<th>Tuition &amp; Fees</th>
<th>Additional Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NYU</strong></td>
<td>Reg. of Need</td>
<td>Full medical tuition</td>
<td>No additional aid for room and board</td>
</tr>
<tr>
<td><strong>Wisconsin</strong></td>
<td>$56,000 AGI or less</td>
<td>Full in-state tuition and fees for 4 years (2 year for transfer)</td>
<td>Additional aid for other expenses and those above AGI</td>
</tr>
<tr>
<td><strong>Michigan</strong></td>
<td>$65,000 AGI or less</td>
<td>Full in-state tuition for 4 years</td>
<td>Additional aid for other expenses &amp; those above AGI</td>
</tr>
<tr>
<td><strong>New York State</strong></td>
<td>$125,000 AGI or less</td>
<td>Full in-state tuition (SUNY or CUNY colleges)</td>
<td>Contract agreeing to reside and be employed in NYS for the length of time the award was received</td>
</tr>
<tr>
<td><strong>Illinois</strong></td>
<td>$61,000 AGI or less</td>
<td>Full in-state tuition and fees for 4 years (3 year for transfer)</td>
<td></td>
</tr>
</tbody>
</table>

### Tuition-Free Medical School

- Regardless of Need
- Full medical tuition
- No additional aid for room and board

### Bucky’s Tuition Promise

- $56,000 AGI or less (based on state’s median household income)
- Full in-state tuition and fees for 4 years (2 year for transfer)
- Additional aid for other expenses and those above AGI

### “Go Blue Guarantee”

- $65,000 AGI or less (close to state’s median family income)
- Full in-state tuition for 4 years
- Additional aid for other expenses & those above AGI

### Excelsior Scholarship

- $125,000 AGI or less
- Full in-state tuition (SUNY or CUNY colleges)
- Contract agreeing to reside and be employed in NYS for the length of time the award was received

### Illinois Commitment

- $61,000 AGI or less (based on state’s median family income)
- Full in-state tuition and fees for 4 years (3 year for transfer)
Re-imagining Commitment to Delawareans Program

- Modeling Tuition and/or Tuition & Fees as part of a new ‘commitment’.
- Define financial impact by comparing current (based on FAFSA data) vs. potential new models (using AGI).
- Consider impact of Median Household Income vs. Median Family Income
- Model expenses involved with adding transfer students into new model.
- Consider non tuition and fee costs of attendance
- Consider funding and roll-out options
- Request to State to increase scholarship funding
- Increase philanthropic support for scholarships
Leading Students to Success

- Advising Central now live — One-stop shopping for all undergrad advising
- Blue Hen Success Collaborative — 20,000+ advising reports in Spring 2018 for 8,800 students
- Increased credit limit per semester so students can take 18+ credits without additional charge
- “Finish in Four” grants
- Evaluating summer and winter session as opportunities for keeping students on track
- APLU Transformation Cluster Initiative — Sharing best practices with our peers

% of first-year students who completed 30+ credit hours …

Bachelor’s students
- 58% 2016-17
- 61% 2017-18

Associate in Arts students
- 16% 2016-17
- 38% 2017-18
Building the Learning Environments of Tomorrow

- **Healthcare Theatre**
  - Learning in authentic settings

- **Nanofabrication Lab**
  - Tool shop of the 21st century

- **Geltzeiler Trading Center**
  - Hands-on financial analysis
Building the Research, Innovation and Entrepreneurship Environments of Tomorrow
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**Spin-In**, collaborating on an adaptive rowing device for disabled rowers

**Center for Biomedical & Brain Imaging**, course in using and analyzing the fMRI

**Linda Moore**, CEO of TechNet, at Horn’s Venture Development Center for Biden Policy Dinner
A Modern Land-Grant University: 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
- Supports $1.2B in economic activity and 15,390 jobs in the City of Newark
- STAR Campus designated a federal Opportunity Zone
  - Eligible for tax incentives
  - Opportunity Zone conference planned for December
Building Our Intellectual Capital

New Faculty Orientation

- 60% women
- ~15% underrepresented minority
Building Interdisciplinary Strengths

Interdisciplinary Cluster Hires

- Data Science
  - 11 new faculty
  - 2 offers pending
  - 1 search continuing
- Biopharmaceutical Discovery
- Disaster Science & Education
- Coastal Water Security

Launch of the Data Science Institute, with Director Cathy Wu
Building Research Partnerships

Research grant renewals

**EPSCoR — Established Program to Stimulate Competitive Research**
- Develop solutions to water issues related to human, economic & ecosystem health
- $19.2M for 5 years

**Delaware Clinical & Translational Research ACCEL**
- Develop research infrastructure, professionals and programs to promote health in Delaware
- $25M for 5 years

**CCEI — Catalysis Center for Energy Innovation**
- Develop catalytic technology to meet challenges for sustainable energy applications
- $12.8M for 4 years
Building Global Collaboration

Renewing our partnership with Xiamen University

With study-abroad students in Greece
Spectrum Scholars

- College-to-career program for students with autism
- Support and career guidance
- Focusing on students in Computer & Information Science or Electrical & Computer Engineering
- Backed by 10-year grant from JPMorgan Chase
Building Inclusive Excellence

- Higher Education Excellence in Diversity (HEED) Award
  - Recognized for enhancing diversity and inclusion throughout campus community
  - Recipient for second year in a row
  - Awarded by INSIGHT Into Diversity magazine
- Multicultural Working Group recommendations
- Diversity infrastructure; external consultant

Reetika Dutt, a doctoral student in Chemistry and Biochemistry — UD has experienced steady increases in the percentage of women in STEM fields.
Building the Campus of Tomorrow

Worrilow Hall
Building the Campus of Tomorrow

McKinly Laboratory

- Models and mechanisms of human disease
- Mind, brain and behavior
- Science and technology of quantum materials

Invest in the Sciences

Flexible Design

Fosters Interdisciplinary Research

Collaborative Spaces

Shared Cores

Themed Research & Clusters

Mind, brain and behavior

Science and technology of quantum materials

Models and mechanisms of human disease
Building the Campus of Tomorrow

Campus Master Plan

- January 2017 completed first phase of the Framework Plan
- Commissioned Skidmore Owings Merrill to work on master plan
- Interviewed UD stakeholders to identify themes for the future
  - A Connected Campus: Connectivity among the campus’ constituent parts and internally across interrelated spaces
  - An Amplified Campus: Planning for the substantial near-term growth of the university; identifying, classifying and prioritizing both new and existing areas with potential for growth and enhancement
  - A Translational Campus: Planning for expansion of research and business partnerships, and relationship to key academic and operational spheres
Raising and Stewarding the Resources

State support

- Operating budget $121M
- Lab renovation support increased from $5.5M to $10M
- Fiscal Year 2019-20
  - Seeking increased scholarship support for Delawareans
  - Seeking support for strategic economic development initiatives
Raising and Stewarding the Resources

Delaware First campaign

- Raised $635M toward $750M goal
- Engaged with over 3,800 individuals through 23 DAR managed events, and a large number of private events hosted by regional alumni clubs and highly-engaged University alumni.
- Hosted 55+ events
- Connected with alumni and friends across the nation, from Delaware to Florida (Fort Lauderdale, Delray, Miami, Naples, Florida), and from Texas to New York, Pennsylvania, Maryland, New Jersey and DC.
- Traveled with key donors, students, parents and friends of our Music School to attend the performances of the UD Chorale Group in Southern France
- Established the first Blue Hen alumni chapter in Athens, Greece.
Raising and Stewarding the Resources

Hybrid Budget Model

- Base Budget
- Incremental Cost Allocation (Benefits, salary increases)
- Strategic Fund Allocation
- Activity-based Incentive Revenue
- Unit Budget Allocation
Raising and Stewarding the Resources

Operational Excellence

- Functional areas are being reviewed to evaluate optimal ratio between centralized and decentralized support
- Looking at peer institutions, and utilizing consultants in areas like HR, IT, Procurement, Research Office
- Creation of strategic faculty hiring plan
- Review of instructional costs and curriculum delivery to balance costs with quality
- Not reducing workforce — We are growing faculty and students; staff will also increase but not linearly, and after optimization of current resources
Raising and Stewarding the Resources

Strategic Investments (in millions)

<table>
<thead>
<tr>
<th></th>
<th>FY16A</th>
<th>FY17A</th>
<th>FY18A</th>
<th>FY19B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid - Res.</td>
<td>$22.0</td>
<td>$23.7</td>
<td>$25.9</td>
<td>$28.2</td>
</tr>
<tr>
<td>Financial Aid - Non-</td>
<td>$69.3</td>
<td>$69.9</td>
<td>$71.7</td>
<td>$77.3</td>
</tr>
<tr>
<td>Faculty Salaries</td>
<td>$147.8</td>
<td>$151.4</td>
<td>$159.5</td>
<td>$166.0</td>
</tr>
<tr>
<td>Faculty Startup</td>
<td>$5.9</td>
<td>$5.6</td>
<td>$9.2</td>
<td>$15.7</td>
</tr>
<tr>
<td>Deferred Maint.</td>
<td>$18.0</td>
<td>$18.0</td>
<td>$18.0</td>
<td>$18.0</td>
</tr>
<tr>
<td>Other Capital</td>
<td>$39.7</td>
<td>$59.6</td>
<td>$52.3</td>
<td>$138.7</td>
</tr>
<tr>
<td>Project Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Funding</td>
<td>$19.6</td>
<td>$47.1</td>
<td>$52.4</td>
<td>$122.3</td>
</tr>
</tbody>
</table>

$ - $200.0
FY16A FY17A FY18A FY19B
Measuring Progress Toward Goals

Rankings

- Lagged data, averages over multiple years mean that we are measuring who we were, not who we are, or where we are headed
- Changes in methodology can make year-to-year comparisons a challenge
- Dependent on what our peer institutions do as well
- Pursuit of rankings does not equal strategic plan
Measuring Progress Toward Goals

U.S. News & World Report
- #38 among national public universities
- #89 among US institutions
- 55th for undergrad Engineering program
- 9th among chemical engineering departments
- 53rd in best colleges for veterans
- 87th among the best undergrad Business programs
- #181 Top Universities out of 300 for International Students

Ranking components, 2019
- Outcomes 35.0%
- Faculty Resources 20.0%
- Expert Opinion 20.0%
- Financial Resources 10.0%
- Student Excellence 10.0%
- Alumni Giving 5.0%

(including 5% related to Pell outcomes)
Measuring Progress Toward Goals

- Decreased class sizes
- Exceeded U.S. News predicted graduation rate
  - 83% actual vs. 78% predicted (6-year, 2011 cohort)
- Selectivity increased from 65% to 60% of admitted applicants
- Smaller student to faculty ratio 13:1
- Standardized test scores increased
  - Average SAT to 1241 from 1203 (now at 1275)
  - Average ACT to 27 from 26
- UD’s proportion of Pell students overall is 11.1%
  - Incoming class is 14.4%
  - Among first-year Delawareans, 29% are Pell students
Measuring Progress Toward Goals

WSJ/Times Higher Education (THE) US Rankings

- Increase in ranking from 149 to 145
- Large gain in “value added to graduate salary” score, increasing from 73 in 2017 to 80.6 in 2019, 12% of overall score
- “Value added to loan default” – 2.2% cohort default rate compares favorably to national cohort rate of 11.5%, 7% of overall score
- Methodology different than U.S. News, focusing more on outcomes and engagement
Measuring Impact: Media Coverage Highlights UD Excellence

- WWII destroyer remains found off the coast of Alaska: Aug. 16, 2018
- Science Take: What Do Ducks Hear? And Why Do We Care?: Aug. 23, 2018
- Are These Baked Mushroom Sandals the Future of Fashion?: May 23, 2018
- Reebok debuts a shape-shifting, NASA-inspired sports bra: Aug. 6, 2018
Measuring Impact: Engaging with Students, Alumni and the Community

Admissions viewbook
Magazine redesign
Research magazine
UDaily redesign
Measuring Impact: Engaging with Students, Alumni and the Community

- Bus wraps
- Building banners
- Campus graphics
- Light post banners
Measuring Impact: Engaging with Students, Alumni and the Community
Building the Campus of Tomorrow

Delaware Stadium and Whitney Athletic Center