President Dennis Assanis

Board of Trustees Retreat

October 5, 2017
Highlights of the Past Year
Highlights of the Past Year
Strategic Themes

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

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

Applications
27,507
Up 5.8%

First-year enrollment
4,306
• Honors — 530
• URM — 721 (record)
• International — 231 (record)

Total Newark undergraduates
18,144
Fall 2016 — 17,669

Associate in Arts
804
Fall 2016 — 841
Enrollment Management

Build upon historic first-year enrollment success
  • Record number of applications — over 27,500
  • Increase enrollment of underrepresented minority students
  • Increase enrollment of international students
  • Improve academic profile of entering class

Maintain the momentum in student success
  • Complete full implementation of the Blue Hen Success Collaborative
  • Improve awareness of the Blue Hen Success Grant Program (retention grants) and availability of financial literacy instruction
Enhancing the success of our students

Retention & Graduation

- 92% Retention to 2nd fall (2015 cohort) for all students
- 82% Retention to 2nd fall (2015 cohort) for first-generation students
- 82% Retention to 2nd fall (2015 cohort) for low-income students
- 83% Retention to 2nd fall (2015 cohort) for underrepresented minority students
- 92% 4-year graduation (2012 cohort) for Delawareans
- 91% 4-year graduation (2012 cohort) for non-residents
- 72% 4-year graduation (2012 cohort) for all students
- 58% 4-year graduation (2012 cohort) for first-generation students
- 58% 4-year graduation (2012 cohort) for low-income students
- 61% 4-year graduation (2012 cohort) for underrepresented minority students
- 61% 4-year graduation (2012 cohort) for Delawareans
- 78% 4-year graduation (2012 cohort) for non-residents
Enhancing the success of our students

Employment/education

- Seeking employment: 3%
- Continuing education: 23%
- Employed: 73%
- Seeking to continue education: 1%

Median salary

- $50,000
- Range: $20,000-$120,000

Top employers

- JPMorgan Chase & Co.
- Christiana Care Health System
- University of Delaware
- EY (Ernst & Young)/KPMG/Deloitte

Six months after graduation

- Typical debt: $24,203
  - Natl. average: ~$30,000 (for students with loans)
Academics

Advising Task Force
- Improve the quality and consistency of advising on campus
- Increase accessibility of advising information
- Identify efficiencies

Honors Task Force
- Develop an inspiring, ambitious and practical vision for Honors
- Align vision with UD’s inclusive excellence goal
- Give attention to the nature of the Honors Program beyond the first-year experience
Student Life

- Partner with Athletics to improve student engagement
- Design the next phase of student housing
- Increase access to academic support resources for students
- Continue work of the Alcohol Coalition and Mental Health & Well-being Coalition

Twilight Induction — August 28, 2017
Building an environment of Inclusive Excellence
Inclusive Excellence

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

udel.edu/diversity
Inclusive Excellence

Students

• Undergraduate
  • Increased URM applications & enrollments
  • Increased pipeline programs, including inaugural Health Sciences Summer Camp
  • Increased advising effectiveness through BHSC

• Graduate
  • Bridge to Doctorate program
  • Bill Anderson Fund Fellows
  • START program
Inclusive Excellence
Inclusive Excellence

Faculty

• 4 of 5 positions in the *Inclusive Excellence Cluster Hire Initiative* are filled; 5th position will be filled this year, who will also be the new director of the Bill Anderson Fund Fellows Program

• **African American Material Culture/Public Humanities** Spire of Excellence Search launched

• Search process includes more data, including Affirmative Action Plan, information about the candidate pools, search training and workshops

Staff

• **NEW! LEAD (Leveraging Equity and Diversity) Ally Certificate (OEI)** —a tiered series of workshops designed to provide professional development opportunities for UD community.
Inclusive Excellence

Programs and Curriculum

• First-year student diversity module in place
• Recertification of multicultural course requirement completed
• Title IX training for campus
• Talks, forums, workshops and classroom discussions on principles of diversity
Inclusive Excellence

Culture and Climate

• Hired Stephanie Chang, new Director of Student Diversity and Inclusion – Student Life diversity planning underway
• Hired Shawna Vican, Director for UD ADVANCE
• Sept. 2017 public forum on faculty climate survey (ADVANCE)
• May 2017 Diverse Learning Environment Campus Climate Survey with HERI
Inclusive Excellence

Culture and Climate

• Community Engagement Initiative
• Partnership for Public Education
• Near-peer Program serving area high school students
• Multicultural Center(s) Working Group

Community Engagement Ambassadors 2017-18
Multicultural Center(s)

Task: Bring students, faculty and staff together to define the multicultural space and programming needs on campus

Oct. 2017
External consultants interview constituents and provide feedback

Dec. 2017
Report due from consultants

Jan. 2018
Working group final report

Feb. 2018
Solicit feedback from campus

Spring 2018
Formation of implementation team; expansion of working group to include more students, faculty; facilities to develop plan

Open forum
4 pm Oct. 16
Class of 1941 Lecture Room
Morris Library
Investing in Our Intellectual and Physical Capital
Intellectual Capital

New Faculty Orientation — August 24, 2017
Intellectual Capital

Faculty Affairs

• Implementation of new faculty recruitment protocol, with emphasis on active recruiting for inclusive excellence
• University-wide focus on faculty mentoring initiatives (workshops, policy formation, etc.)
• Report of the Provost’s Commission on Tenure-Track Faculty
• Working Group on Adjunct Faculty
2016
• ~85 new faculty, but only about 15-20 net new

2017
• Authorized approximately 75 faculty searches, Summer 2017

Coming
• Call for interdisciplinary cluster hires in key areas, including:
  • Energy and environment, Sustainable smart societies, Data science, Cybersecurity,
  Material culture/public and digital arts and humanities, Health and life sciences,
  Biopharmaceutical sciences, Child development and early intervention
Goals:

• 250 net new faculty
• Enhance academic excellence of departments and programs
• Instruct 1,000+ additional UG students, 2,000-3,000 additional graduate students
• Increase interdisciplinary research and academic programs
Worrilow Hall

Today ...

... the Future
STAR Campus

Newark train station groundbreaking — July 17, 2017
STAR Tower topping-off ceremony — August 22, 2017
<table>
<thead>
<tr>
<th>Floor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Floor</td>
<td>Collaboration Space/Mixing Space for academics; Community and Businesses; Demonstration Kitchen</td>
</tr>
<tr>
<td>2nd Floor</td>
<td>Offices of Nursing, Speech, Kinesiology, Center for Health Assessment and Research Translation</td>
</tr>
<tr>
<td>3rd Floor</td>
<td>Inter-professional Simulation with virtual reality, Life Skills</td>
</tr>
<tr>
<td>4th Floor</td>
<td>Health and Wellness Services including exercise testing and intervention space, nutrition, counseling, health coaching, research study participation, Innovation and Design Studio</td>
</tr>
<tr>
<td>5th Floor</td>
<td>Speech research testing space, Center for Health Assessment, and Research Translation testing space, Grant Proposal War Room for grant proposals</td>
</tr>
<tr>
<td>6th Floor</td>
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<td>7th Floor</td>
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<td>9th Floor</td>
<td></td>
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<tr>
<td>10th Floor</td>
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Biopharmaceutical Innovation

New Building:

- STAR Campus
- 200,000 sf; six stories
- NIIMBL
- State-of-the-art research in biopharmaceutical manufacturing
- Manufacturing policy support
- Instruction & basic research in biopharmaceutical sciences
Enhance spaces and collections

- Focus on building and enhancing special collections
- Renovate Morris Library, enhancing library user experience and preparing for increase in student body
- Faculty are collaborating with librarians in developing courses and in instruction
- Partnerships across the state with other academic libraries
- Build capacity to support research data in collaboration with campus partners
Addressing deferred maintenance

Plan
- Doubled annual spending from $18M to $36M
- Created 10-year plan to address ~$430M of deferred maintenance
- Immediate priorities are Drake, Sharp, McKinly
- Combination of addressing deferred maintenance and re-imagining space to increase efficiency in instructional delivery and research productivity

Sharp Lab — Architect’s concept
Strengthening Interdisciplinary and Global Programs
Graduate College

The most important aspect of this initiative is the commitment to achieve levels of excellence, intensity, and breadth of research and of graduate and post-doctoral education never before seen at the University of Delaware. … The University of Delaware must create new graduate programs – and foster the growth of current graduate programs – with the dynamism to respond to needs and opportunities from the local to the global scale.

Path to Prominence, 2008

Provide strategic and operational leadership in graduate education through the establishment of a Graduate College that models national best practices and keys on strengthening the University’s doctoral programs.

Delaware Will Shine, 2015
Graduate Student Enrollment

- Full-time
- Part-time
- Online

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-time</th>
<th>Part-time</th>
<th>Online</th>
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<td>2,514</td>
<td>891</td>
<td>46</td>
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<td>2,584</td>
<td>864</td>
<td>94</td>
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<td>2,671</td>
<td>963</td>
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<td>2014</td>
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<td>807</td>
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<td>2015</td>
<td>3,006</td>
<td>746</td>
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</tr>
<tr>
<td>2016</td>
<td>2,999</td>
<td>795</td>
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</table>
Graduate College

- Enhance academic excellence of all graduate programs
- Promote interdisciplinary graduate programs
- Support inclusive excellence
- Centralize and enhance graduate student services

Hanover Benchmarking Study commissioned

University Working Group charged

Feb. 2017
Draft white paper circulated for discussion

March-April 2017
Campus forums

May 16-19, 2017
Council of Graduate Schools strategic consultancy

Aug. 28-30, 2017
Online education consultancy

Fall 2017
Listening events with University constituents

Spring 2018
Proposal submission to Trustees and Faculty Senate

July 1, 2018
Implementation?
Internationalization

- Increased % of international students:
  - 3.8% in 2015 to 4.8% in 2017
  - 230 first-year students in Fall 2017
- Explore use of external recruitment agents to increase intl. diversity
- Increase semester-long study abroad programs
- Increase partnerships with international higher education institutions
  - SWUFE
  - Xiamen University
  - American College of Greece

Activity Night — Sept. 6, 2017
Enriching the Arts & Humanities

Illuminating the human experience
Sept. 12
Inaugural policy dinner with John Anzelone, Democratic strategist

Sept. 19
Choosing a Future of Quality Jobs

Sept. 26
Policy dinner with Mark McKinnon, Republican strategist

Oct. 13
NASPA Meeting, Washington, DC

Sept. 19
Choosing a Future of Quality Jobs

Oct. 17
National Agenda Series: Bridging the Divides, with John Kasich

Oct. 30
Strengthening Partnerships in Health & Education: Delaware & the Nation
Fostering a Spirit of Innovation and Entrepreneurship
Fostering a Spirit of Innovation and Entrepreneurship

- Academic programs
- Innovation and research
- Research partnerships
Horn Program in Entrepreneurship

- University-wide expansion
- Developing 9-credit certificates for each college
  - 2017 Faculty search launched for Social Entrepreneurship joint with CEHD
- Proof of Concept Fund launch
- Horn Faculty Fellows
- Partnership with DSU

The interdisciplinary Artgineering course, taught by Troy Richards and Dustyn Roberts, received a Horn Faculty Fellows grant.
Vision for Bio-Pharma Innovation

• Biopharmaceuticals can treat and prevent cancer, diabetes, Parkinson’s, Alzheimer’s and autoimmune disorders.

• Today, the biopharmaceuticals industry is ripe for disruption – need agile, lean manufacturing facilities.

• Lead and create the pioneer National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL) to develop manufacturing technologies, education and adaptation policy.

• Marry local expertise in chemical engineering and pharmaceutical sciences with STAR Campus vision of bringing together a nexus of industrial, academic and federal partners to establish an undisputable leadership position for UD.
Vision for Bio-Pharma Innovation
Innovation and Entrepreneurship

Delaware Innovation Space, Inc.
Engagement & Partnerships

VA Medical Center research

UD/DSU/Wilmington partnership
Delaware Health Sciences Alliance

Since 2009, major accomplishments include:

- NIH-funded Clinical Translational Research program (ACCEL)
- Creating & sustaining interdisciplinary DHSA global health group
- Creating relationships for scientific collaboration
- Dr. Omar Khan appointed as First President and CEO of DHSA. Thanks to Kathy Matt for her dedicated leadership as Executive Director since 2009.

Our vision is to:

- Expand the partnership to include a broader network of health care providers and hospitals in Delaware
- Explore how to enhance primary care workforce and population health of Delawareans through comprehensive DE-based medical education
Athletics
Athletics Complex

Phase 1
- New west stadium
- Performance Center
- Plaza
- New parking
- Green Space

Phase 2
- Delaware Fieldhouse renovation/expansion

Phase 3
- New north/south/east stadiums

Phase 4
- Bob Carpenter Center
Athletics Complex — Phase 1

Performance Center
- Health & Wellness
  - Strength & Conditioning, Athletic Training, Sports Medicine, Nutrition, Sports Psychology
- Student Success
  - Academic Support, Leadership Development, Career Preparation, Multipurpose space

Delaware Stadium Renovation – West Side
- Stadium Club and Club Seating
- Chair-backs in middle 3 sections
- President & AD Suite
- Press Box
- Concessions & rest rooms
UD Brand Refresh
Strengthen UD experience across multiple brand touchpoints

- Enhance institutional reputation
- Elevate brand awareness
- Differentiate among competitive peers
- Attract high quality, diverse students, faculty and staff
- Create a powerful experience
- Inspire pride, spirit, loyalty and legacy
- Drive simplicity, clarity and consistency
Brand Refresh

- Working with agency partner to translate insights and fresh concept for new creative direction
- Build tools and assets

**Brand Identity**
- Refine guidelines for consistency across print, digital/video, online channels
- Logo treatments, color palette, typography, photography, design, tone of voice, etc.

**Content**
- Brand experience across all relevant touch points (e.g., video, social media, mobile, apparel, graphics, etc.)
- Compelling storytelling

**Marketing**
- Strategic planning for integration of paid, earned, owned media
- Identification of best student/faculty advocacy methods and channels to maximize
The Campaign for the University of Delaware
Campus Celebration
Noon-3 pm, Thursday, Nov. 9, on the Green
Delaware First ...

… for our **talented students** who are standing on the cusp of greatness in so many areas, from innovation and entrepreneurship, to humanities and health care, from the arts to athletics.

… for the **faculty** who are shaping the future in the classroom, in the laboratory, on the stage and in the field.

… for **cutting-edge research** that creates solutions for the grand challenges of both today and tomorrow.

… for **unwavering supporters** who rally around, contribute to, cheer on and love our great institution.

Join us on this journey to shape the future of the University of Delaware.
The Campaign for Delaware

Dollars raised: $502,119,827

<table>
<thead>
<tr>
<th>Year</th>
<th>Private Research Support</th>
<th>Fundraising Total</th>
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<td>2010</td>
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<td>2013</td>
<td>$6,376,437</td>
<td>$63,352,811</td>
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<td>2014</td>
<td>$8,419,002</td>
<td>$63,927,702</td>
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<td>2015</td>
<td>$6,749,960</td>
<td>$54,303,923</td>
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<td>2016</td>
<td>$8,142,249</td>
<td>$67,514,800</td>
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<tr>
<td>2017</td>
<td>$8,142,249</td>
<td>$49,069,494</td>
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<td>2018</td>
<td>$2,116,266</td>
<td>$5,317,403</td>
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RBB/BUD Budget Models

Issues

• Emphasis on increasing net tuition revenue, no funding mechanism for strategic priorities, including non-revenue generating initiatives that improve quality and diversity.
• Seen as an obstacle to interdisciplinary collaboration
• Insufficient and inconsistent incentives at the PI or department level to encourage new program creation, research, revenue generation
• Insufficient central administrative support, which led units to duplicate administrative services
• Allowed units at every level to create reserve balances while priorities remained unfunded, e.g. deferred maintenance
Established a FY 2018 base budget expense review to recognize current state and identify efficiencies.

- Held budget meetings with colleges and units to understand how expense requests align with the University’s priorities.

- Shared budget requests amongst Colleges, President, Provost and EVP units to encourage interdisciplinary collaboration.

- Began multi-year process of “right-sizing” units’ base budgets.

- Basic principle is that recurring costs are funded on base budget, one time expenses to reserves.

- Unit reserves used to fund strategic initiatives or critical needs within the unit.
Principles:

- Support activity and mission
- Create strategic pool to allocate funds for new initiatives.
- Create performance-based funding pool allocated based on successful achievement of performance measures such as increasing graduation and retention rates, diversity and diverse population success rates.
- Consider cost of instruction in allocation methodology
- Create fund-specific incentives to increase outcomes specific to that fund.

Committees will be established to revise allocation models for:

- F&A
- Undergraduate tuition
- Graduate tuition
  - Philanthropy
  - Special Academic Revenue
Operational Excellence

Ongoing review of operations to increase efficiency and generate cost savings and improve services in four key areas:

• Administrative Staffing
• Instructional and Research
• Procurement
• Space Utilization
Budget Model Update

- Steering committee and subcommittees consisting of administrators, faculty, chairs and deans, as well as members of the Faculty Senate, will be named in October.

- Each committee will be assigned support staff from the Budget Office and each college in order to meet the accelerated deadline.

Fall 2017
Committee charges issued; meetings scheduled; work begins

Late Fall 2017
Updates to President’s Executive Committee, Roundtable, Senate; town hall; Trustees

Winter 2018
New draft budget model for FY19 announced

Ongoing
Continue to work with units to achieve operational efficiencies over 3-year period, standardization of budget definitions, procedures, policies and common reports.