



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*

Association of American Universities

- 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

Case Western University

Georgia Institute of Technology

Indiana University

Iowa State University

Michigan State University

NC State University

Ohio State University

Penn State University

Purdue University

Rutgers University

Stony Brook University

Texas A&M University

University of Arizona

University of Connecticut

University Illinois Urbana-Champaign

University of Maryland

University of Massachusetts Amherst

University of Michigan

University of Minnesota

University of North Carolina at Chapel Hill

University of Virginia

University of Utah

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

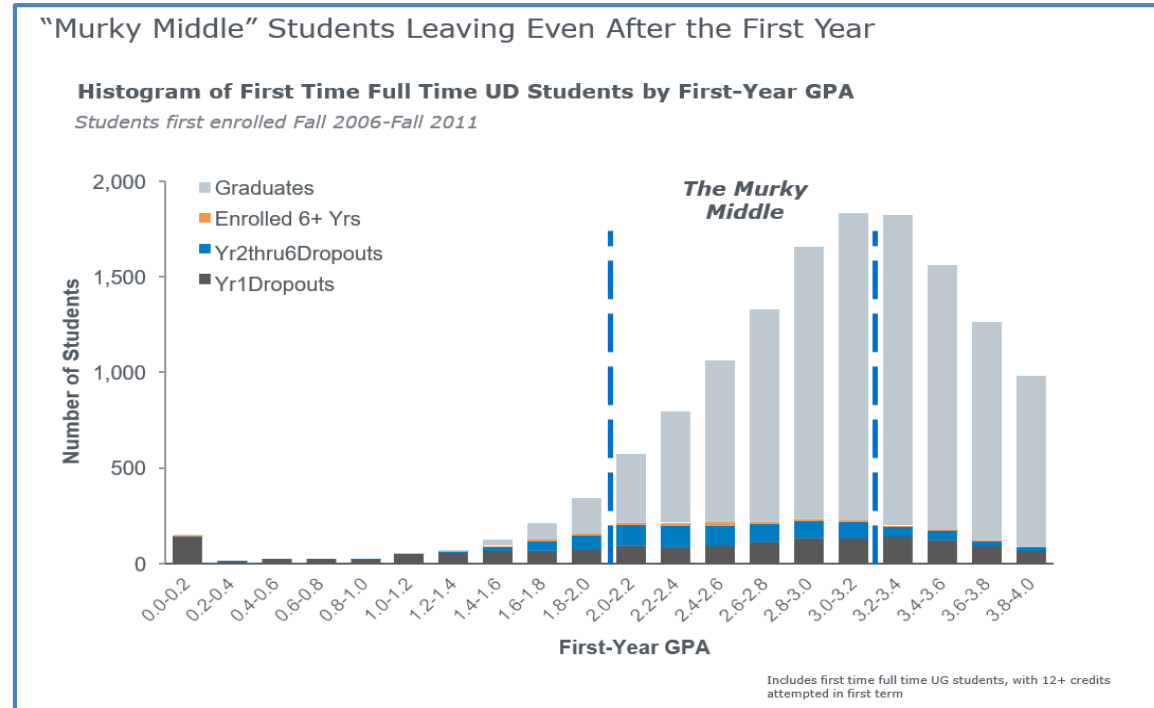


Art & Design classroom



Commencement 2016

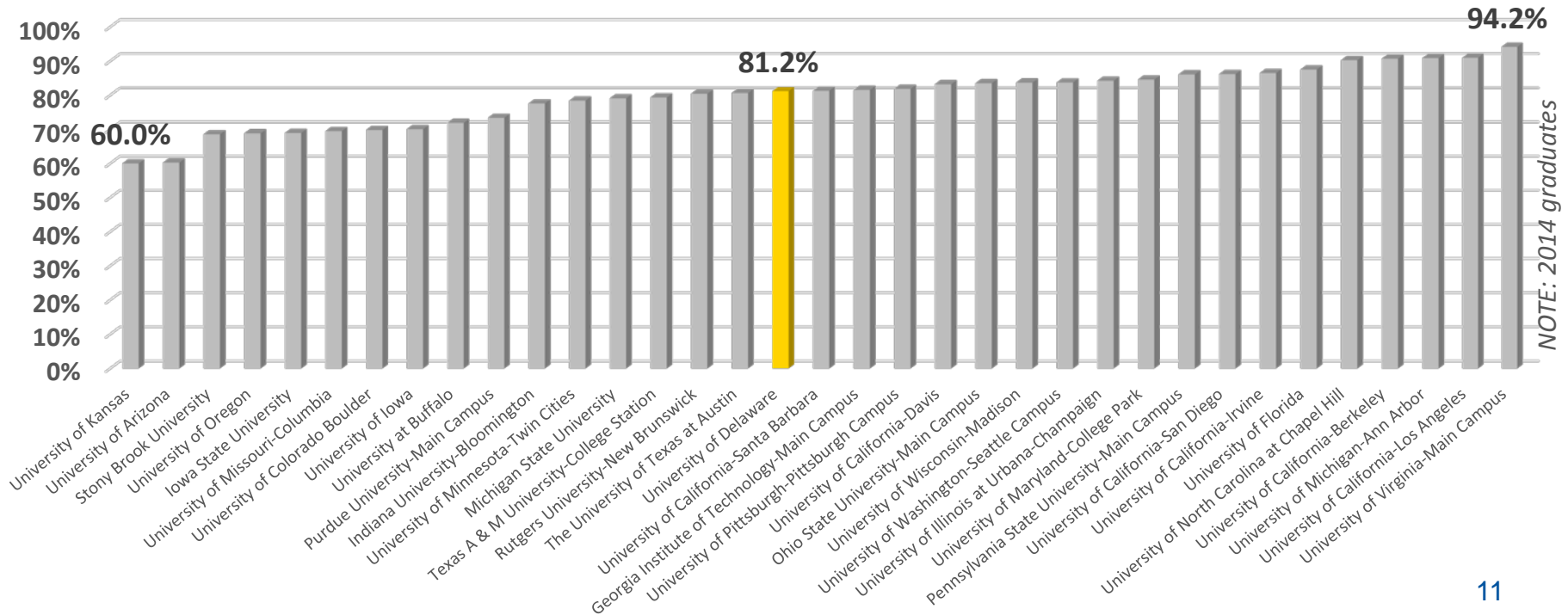
Enhancing the success of our students



Predictive Analytics

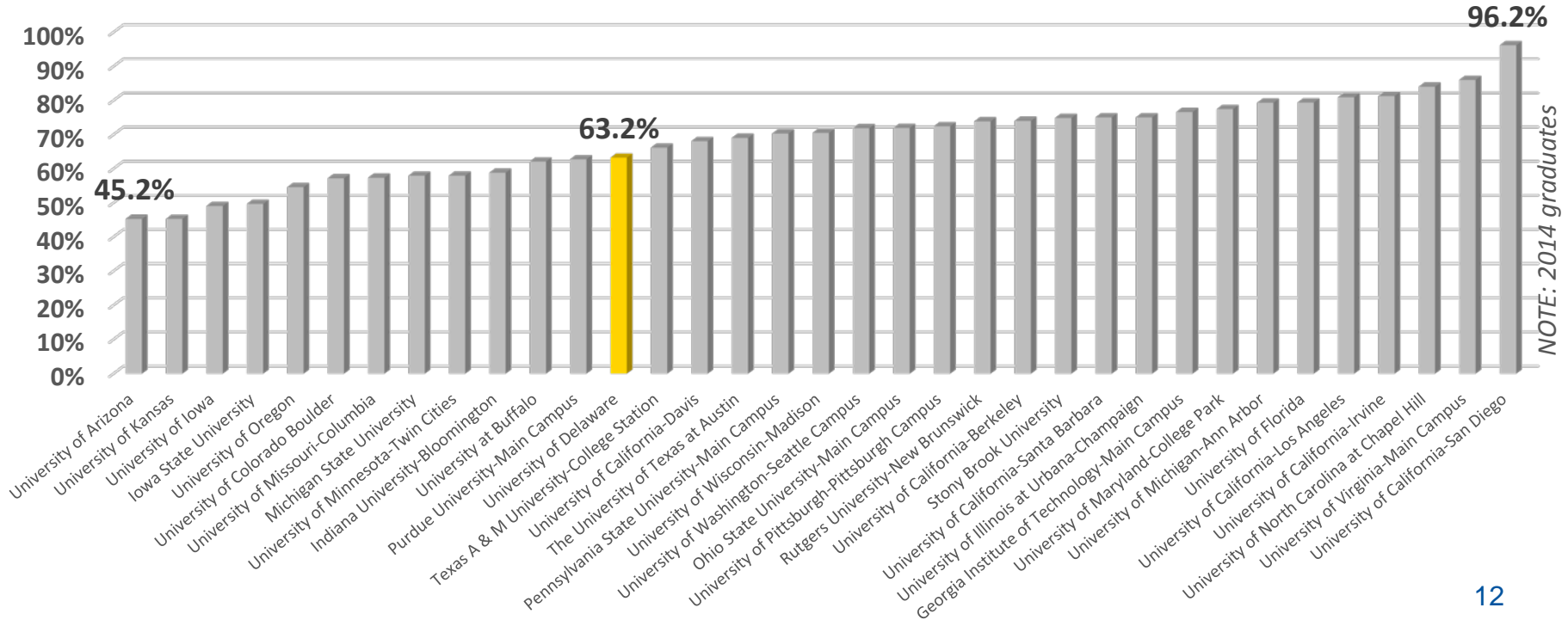
Enhancing the success of our students

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



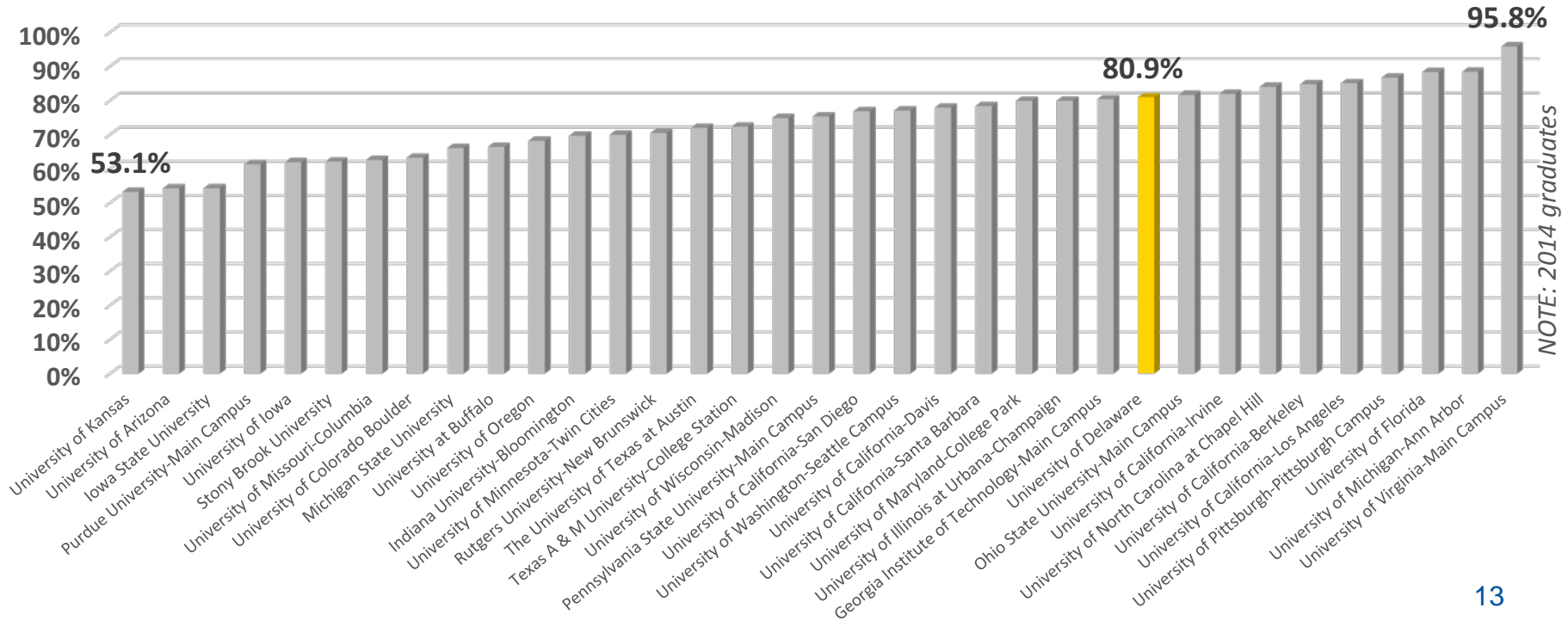
Enhancing the success of our students

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



Enhancing the success of our students

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



Building an environment of inclusive excellence



Twilight Induction 2016



Career & Life Studies Certificate Program

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

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



Trabant Student Center

Investing in our intellectual & physical capital



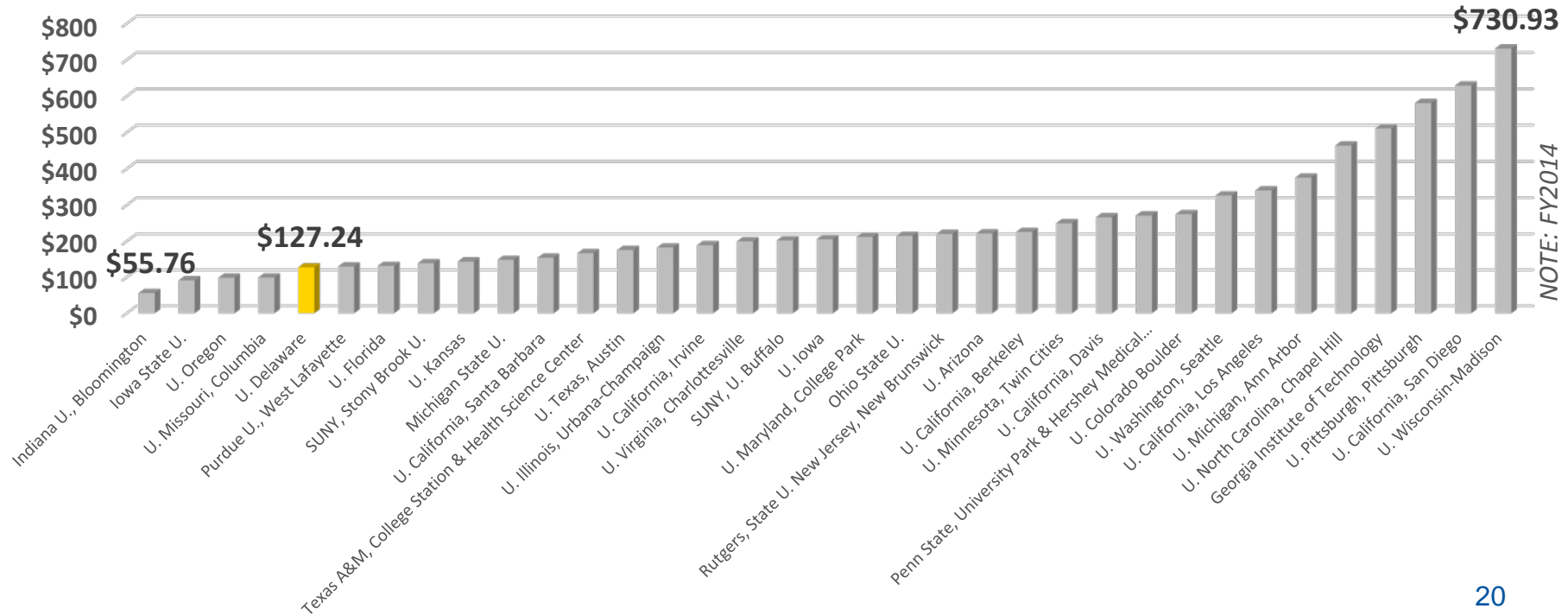
New Faculty Orientation reception



Center for Biomedical & Brain Imaging

Investing in our intellectual & physical capital

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



Investing in our intellectual & physical capital



Art Conservation Program



School of Public Policy and Administration

Strengthening interdisciplinary & global programs



Assistive Medical Technologies



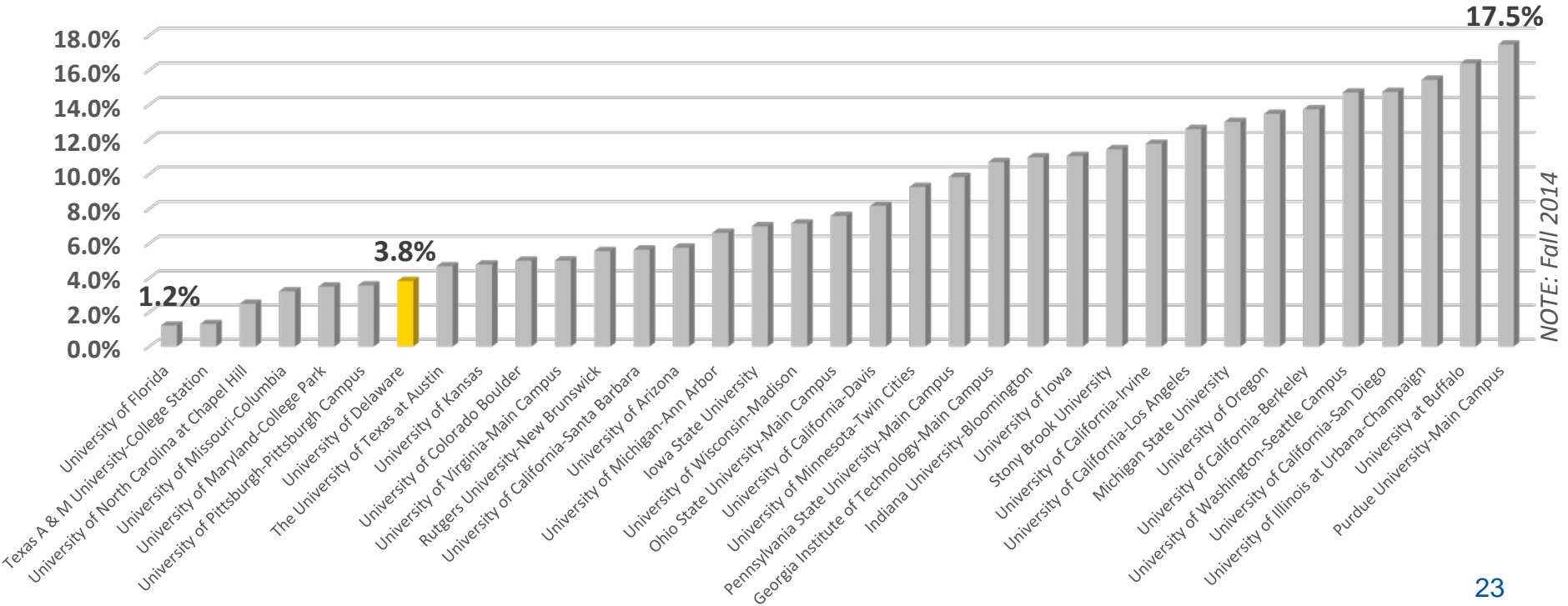
Project Lead the Way



UD students in Budapest

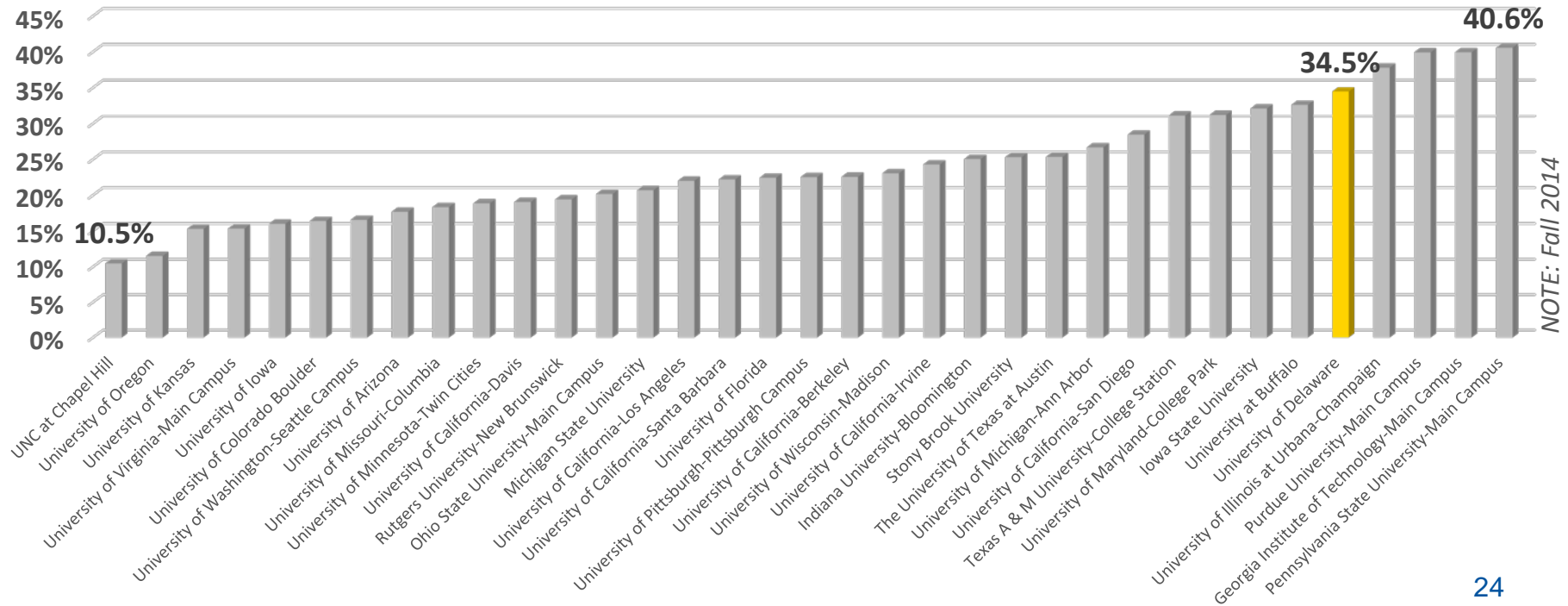
Strengthening interdisciplinary & global programs

Percentage of International Undergraduate Students — UD vs. AAU Publics



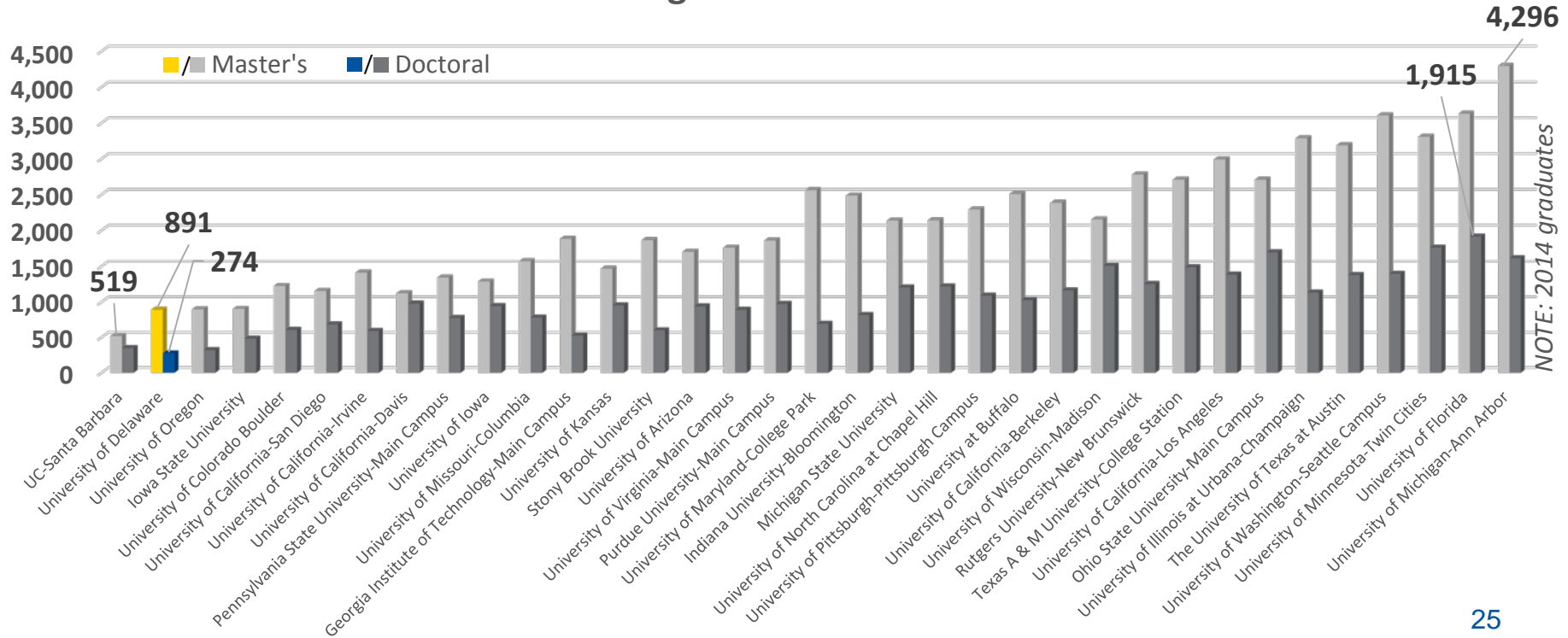
Strengthening interdisciplinary & global programs

Percentage of International Graduate Students — UD vs. AAU Publics



Strengthening interdisciplinary & global programs

Number of Graduate Degrees Awarded — UD vs. AAU Publics



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



Design Studio & Maker Space



Venture Dev. Center



EntrePrep Summer Institute

Fostering a spirit of innovation & entrepreneurship



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

