



President Dennis Assanis

**Board of Trustees Retreat
October 5, 2017**

Highlights of the Past Year

A low-angle photograph of a classical building with large columns, overlaid with a dark blue filter. A banner hangs across the entrance.

UNIVERSITY
of DELAWARE
Welcome
UD
Alumni

The background of the image is a solid dark blue. On the left side, there is a large, faint, circular watermark of the University of Delaware seal. The seal features a central shield with an open book. The book's pages are inscribed with the words 'GRAMM', 'METAPH', 'LOGICA', 'RHETOR', 'MATHEM', 'PHYSICA', and 'ETHICA'. Above the shield, the words 'STATIS' and 'DE' are visible. Below the shield, the words 'SOL' and 'MENTIS' are visible. The year '1743' is at the bottom, flanked by stars. The text 'UNIVERSITY OF DELAWARE' is arched around the top of the seal.

UNIVERSITY OF
DELAWARE®

Highlights of the Past Year

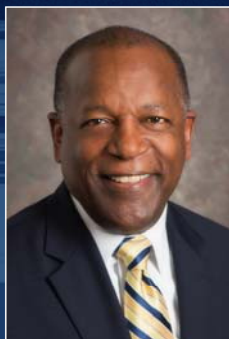
A low-angle, blue-tinted photograph of a classical building with large columns. A banner hangs across the entrance, reading 'UNIVERSITY OF DELAWARE Welcome UD Alumni'.

UNIVERSITY OF DELAWARE
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Senior Leadership Team



Estella Atekwana
Dean, CEOE



Alan Brangman
EVP



Glenn Carter
VP, OCM



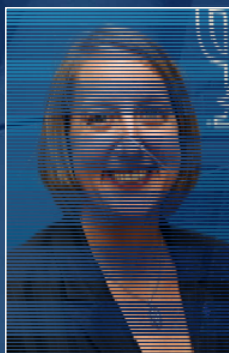
Trevor Dawes
Vice Provost, Libraries & Museums



Jim Dicker
VP, DAR



Robin Morgan
Interim Provost



Chrissi Rawak
Athletic Director



Jose-Luis Riera
Interim VP, Student Life



Charlie Riordan
VP, Research,
Scholarship & Innovation



Carol Vukelich
Dean, CEHD

Peter Krawchyk, VP, FREAS; **Mary Remmler**, VP, Strategic Planning & Analysis

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

A low-angle, upward-looking photograph of a grand classical building, likely a university hall, featuring large columns and a pediment. A banner hangs across the entrance, reading "UNIVERSITY OF DELAWARE Welcome UD Alumni". The entire image is overlaid with a dark blue tint.

UNIVERSITY OF DELAWARE
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Enhancing the success of our students

Applications

27,507

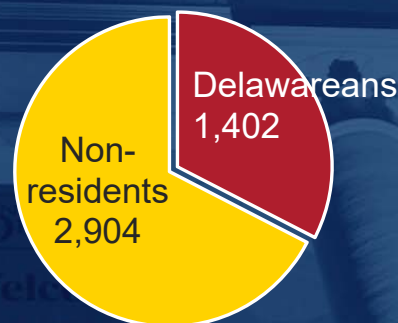
Up 5.8%



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

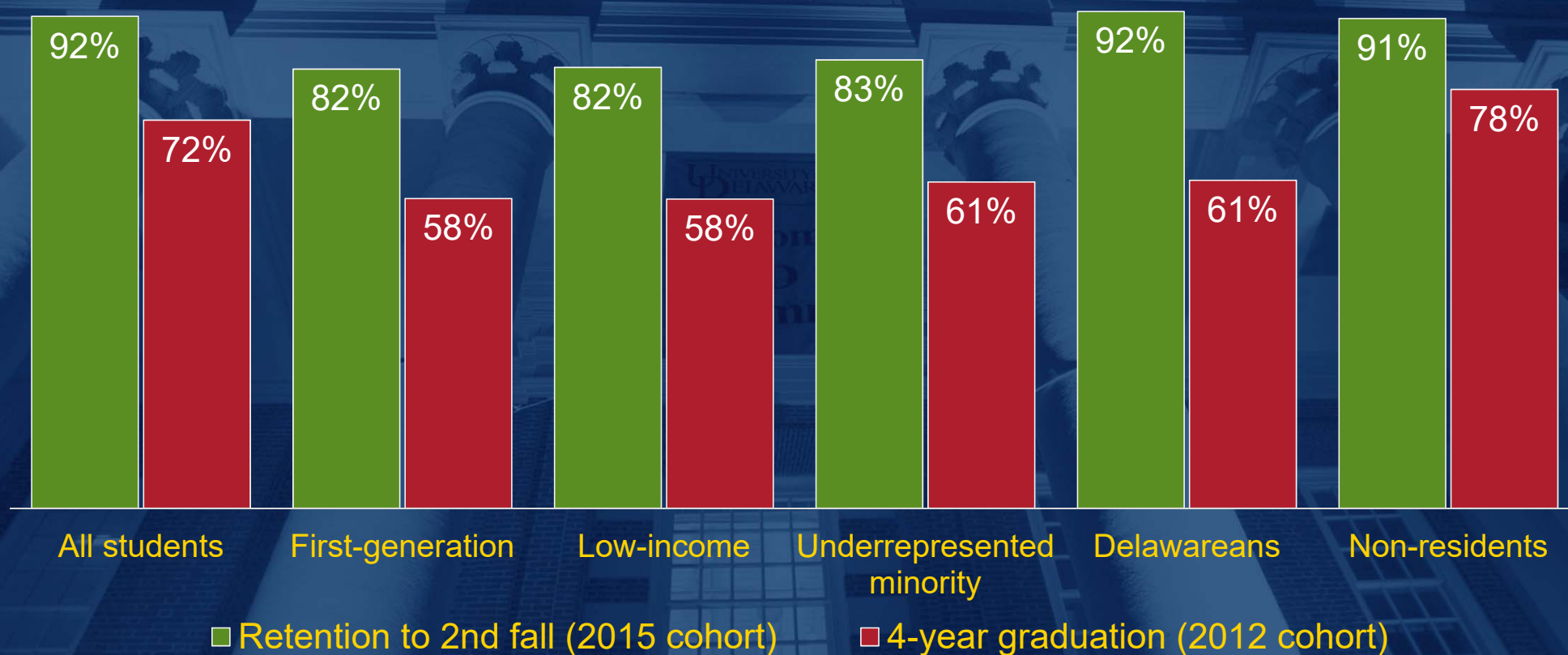


Maintain the momentum in student success

- 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

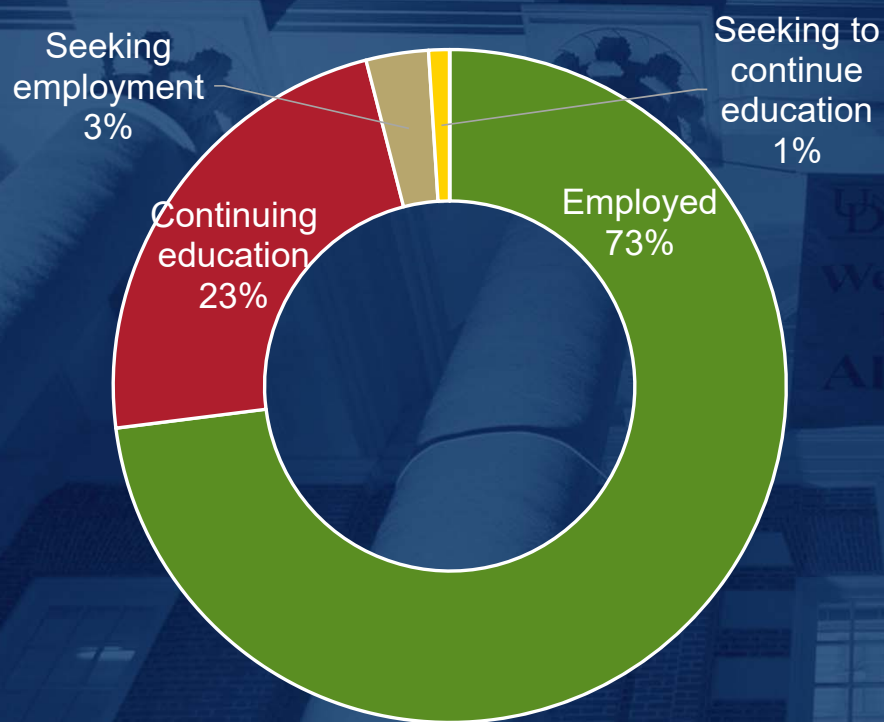
Enhancing the success of our students

Retention & Graduation



Enhancing the success of our students

Employment/education



Six months after graduation

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

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

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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



Health Sciences Summer Camp

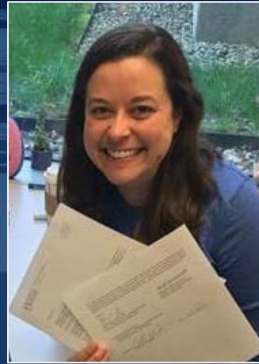


START

Inclusive Excellence



Roderick Carey
CEHD



Cathy Fromen
CoE



Anne Cheng
Lerner



Yvette Yien
CAS



Chisa Hutchinson
CAS



Ivan Hiltbold
CANR



Kimberly Lai
Oremus
CEOE



Katherine
Verdolini Abbott
CHS



Vikram Thakur
CAS



Ellen Donnelly
CAS

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

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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



Intellectual Capital

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

Intellectual Capital

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



South Academy St. Residence Hall



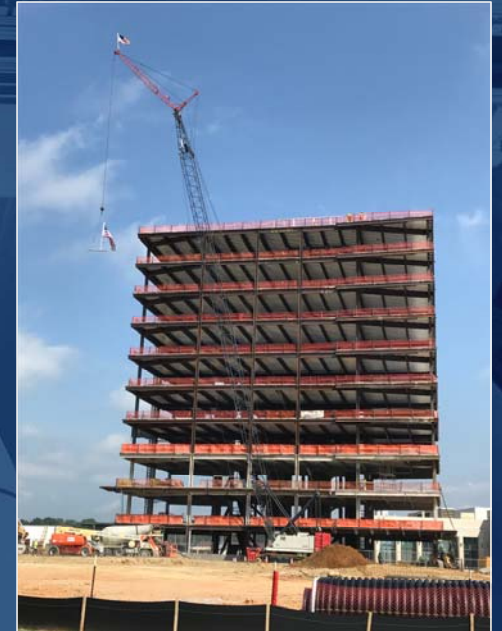
Move-In Weekend — August 26, 2017

STAR Campus



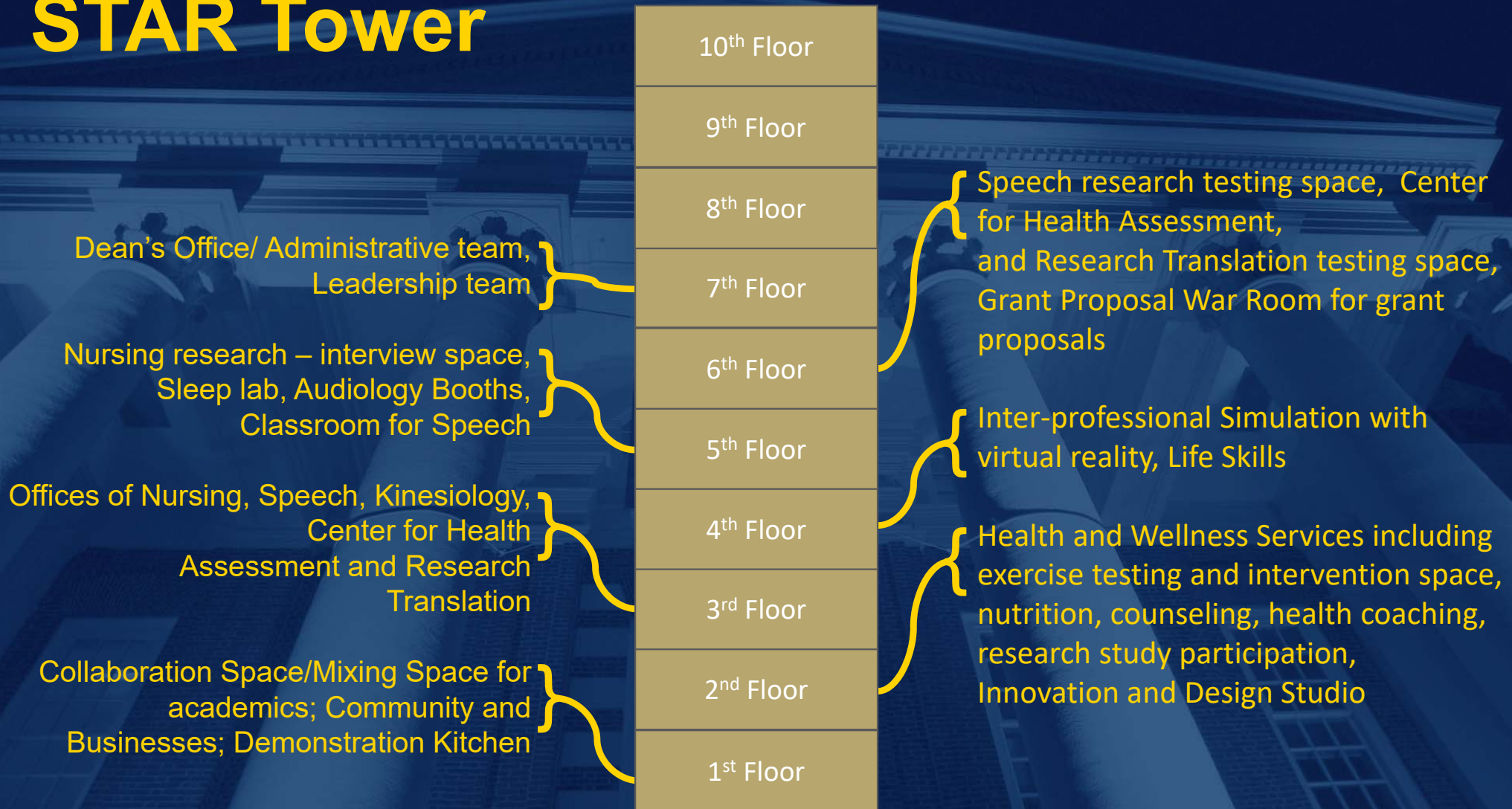
Newark train station groundbreaking — July 17, 2017

STAR Tower



STAR Tower topping-off ceremony — August 22, 2017

STAR Tower



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

Morris Library



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



Sharp Lab — Architect's concept

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

Strengthening Interdisciplinary and Global Programs

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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.

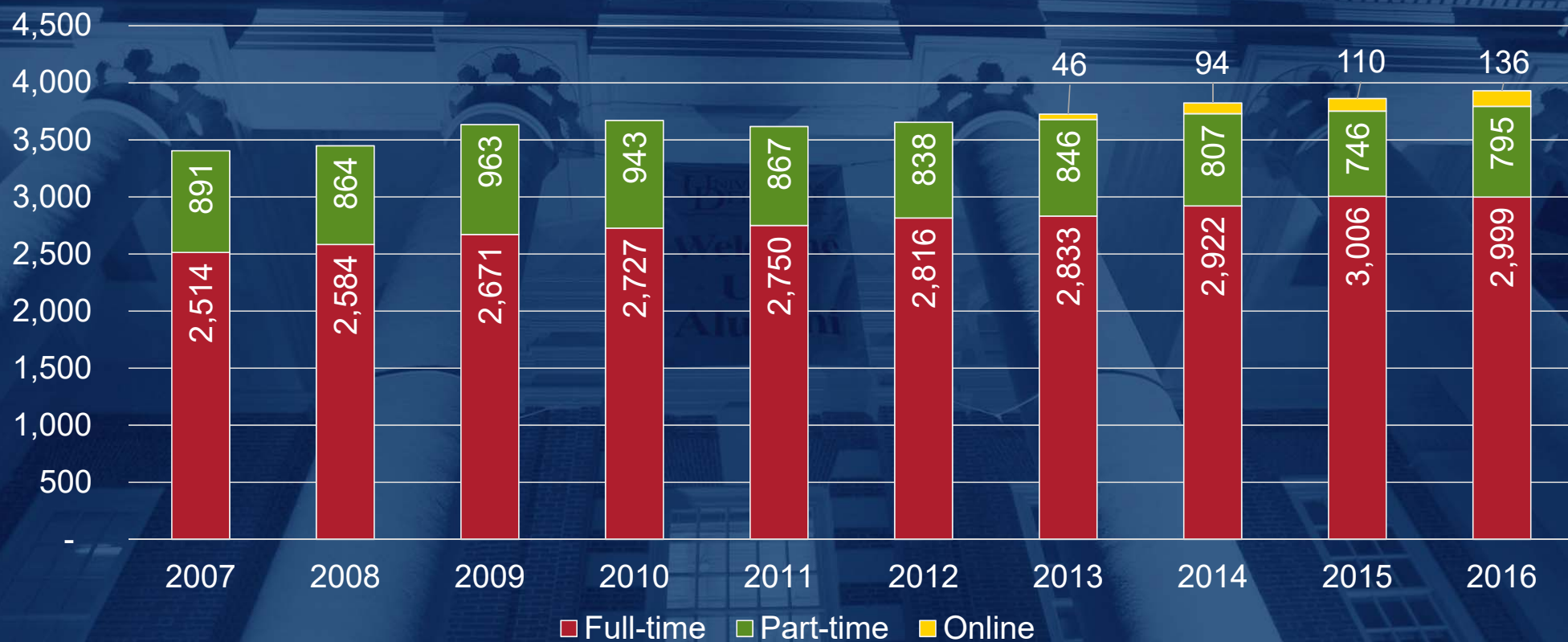
Path to Prominence, 2008

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 College

Graduate Student Enrollment



Graduate College

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

Oct. 2016

Hanover
Benchmarking
Study
commissioned

Feb. 2017

Draft white paper
circulated for
discussion

May 16-19, 2017

Council of Graduate
Schools strategic
consultancy

Fall 2017

Listening events
with University
constituents

July 1, 2018

Implementation?

Dec. 2016

University
Working Group
charged

March-April 2017

Campus forums

Aug. 28-30, 2017

Online education
consultancy

Spring 2018

Proposal submission to
Trustees and Faculty Senate

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

Biden Institute

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

Oct. 30
Strengthening Partnerships in Health
& Education: Delaware & the Nation

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



Fostering a Spirit of Innovation and Entrepreneurship

A low-angle, blue-tinted photograph of a classical building with large columns. A banner hangs across the front of the building, reading 'UNIVERSITY OF DELAWARE Welcome UD Alumni'. The text 'Fostering a Spirit of Innovation and Entrepreneurship' is overlaid in yellow at the top.

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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

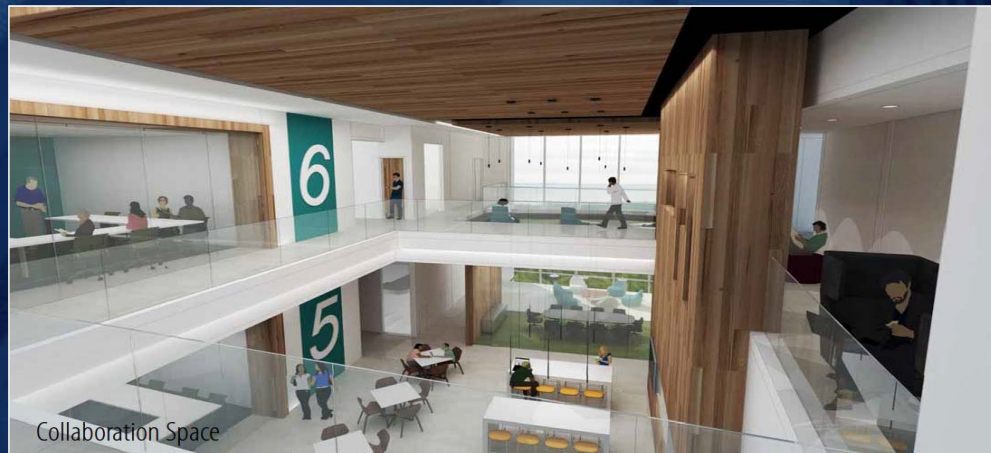


The interdisciplinary Artgineering course, taught by Troy Richards and Dustyn Roberts, received a Horn Faculty Fellows grant.

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

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Reaching Peak Performance



S. Matthews
Volleyball



M. Ingelsby
M. Basketball



D. Rocco
Football



N. Adair
W. Basketball



M. Barroquerio
W. Soccer

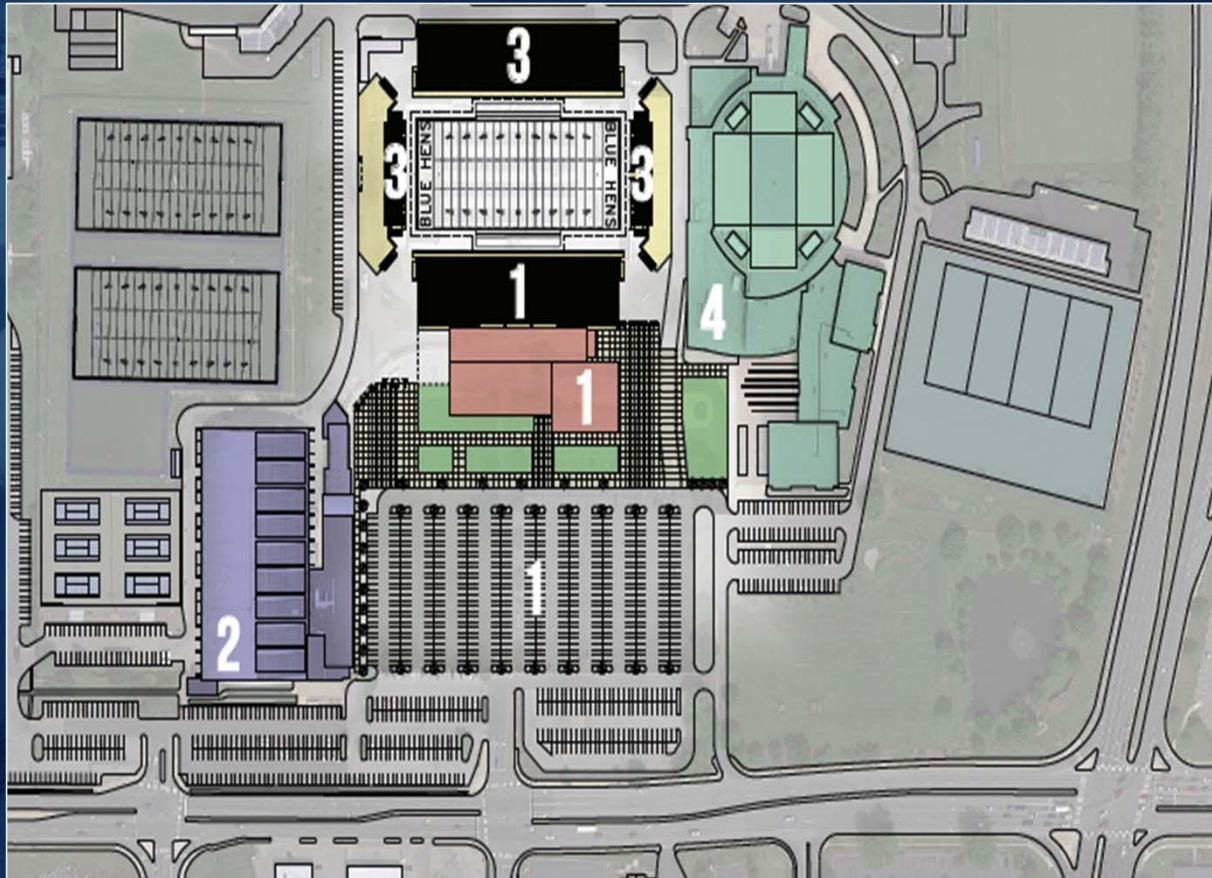


P. Montana
M. Tennis



B. DeLuca
M. Lacrosse

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

A low-angle, upward-looking photograph of a classical building facade, likely the University of Delaware's Old Chapel. The image is heavily blue-tinted. Several large, fluted columns are visible, supporting a pediment. A banner hangs across the middle of the frame, featuring the University of Delaware logo and the text "Welcome UD Alumni".

UNIVERSITY
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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

A low-angle, blue-tinted photograph of a classical building with large columns. A banner hangs across the front of the building.

UNIVERSITY
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Campus Celebration
Noon-3 pm, Thursday, Nov. 9, on the Green



DELAWARE **FIRST**
THE CAMPAIGN FOR THE UNIVERSITY OF DELAWARE

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.

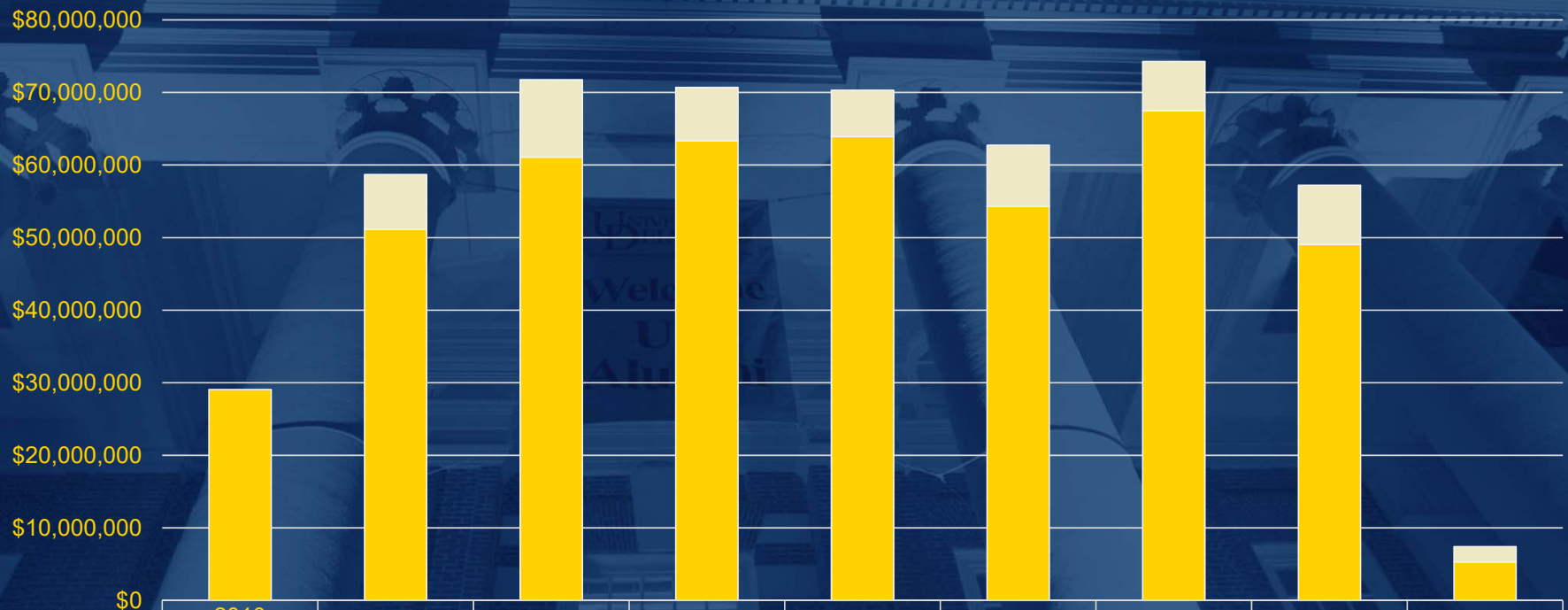
... for **cutting-edge research** that creates solutions for the grand challenges of both today and tomorrow.

... 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



■ Private Research Support

■ Fundraising Total

2010
Reachbacks

2011

2012

2013

2014

2015

2016

2017

2018

\$7,515,603

\$10,648,067

\$7,346,396

\$6,376,437

\$8,419,002

\$6,749,960

\$8,142,249

\$2,116,266

\$29,052,673

\$51,168,299

\$61,098,744

\$63,352,811

\$63,927,702

\$54,303,923

\$67,514,800

\$49,069,494

\$5,317,403

Budget

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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

FY2018 Budget Process Transition

- 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

Planning for a New Budget Model

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.



President Dennis Assanis

**Board of Trustees Retreat
October 5, 2017**