Board of Trustees Retreat

President Dennis Assanis

October 3, 2019

UNIVERSITY OF DELAWARE

An Extraordinary University

Legacy of Innovation

Our Proud Past: We stand upon a strong legacy of innovation and powerful pursuit of knowledge that has helped define an extraordinary University.

Built for Connectivity

Our Vibrant Present: UD is evolving with momentum to align with a dynamic generation of “always on” engagement, innovation, technology, and global connectedness.

Empowering World Changers

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.

The UD Story

Our Circle of Excellence

- Ensuring our great students, faculty & staff have what they need to succeed
- Delivering an innovative & dynamic education
- Promoting research & discovery to build a better world for all

People and Resources
Academic Experience
Outcomes and Impact

New students shape UD

Class of 2023

- 4,146 first-year students (Newark campus)
  - Academically excellent — Average 1275 SAT and 3.8 high school GPA
  - Largest class of Delawareans — 1,407
  - The most diverse class — 723 underrepresented minority students

- Largest and most diverse Associate in Arts class — 471
- Largest group of transfer students — 552

Unique programs draw great students

Special Programs

- Avg. 1322 SAT; avg. GPA 3.98
  - World Scholars — 121 in 4 countries
  - Access:Ability Scholars — 45
  - Community Engagement Scholars — 59
  - Cybersecurity Scholars — 23
  - Delaware Innovation Fellows — 60
  - Grand Challenges Scholars — 42
  - Delaware in DC — 30

Honors Program

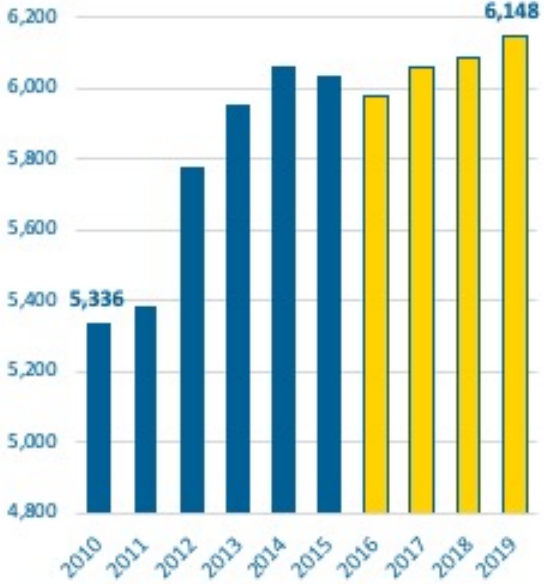
- Largest enrollment — 636
- Avg. 1425 SAT; avg. GPA 4.13

Iris Perez-Mazariegos (left) and Johnny Perez-Gonzalez are **Community Engagement Scholars** who gathered stories last summer from members of the Latinx community in Sussex County.

Growth in Delaware undergrads

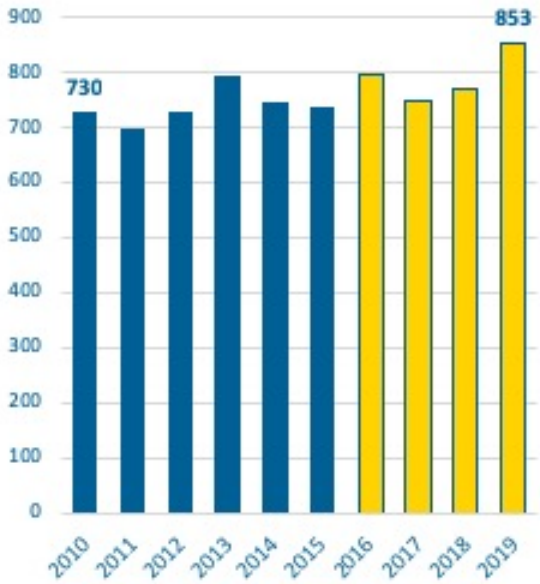
Newark Campus

(Full-time students)



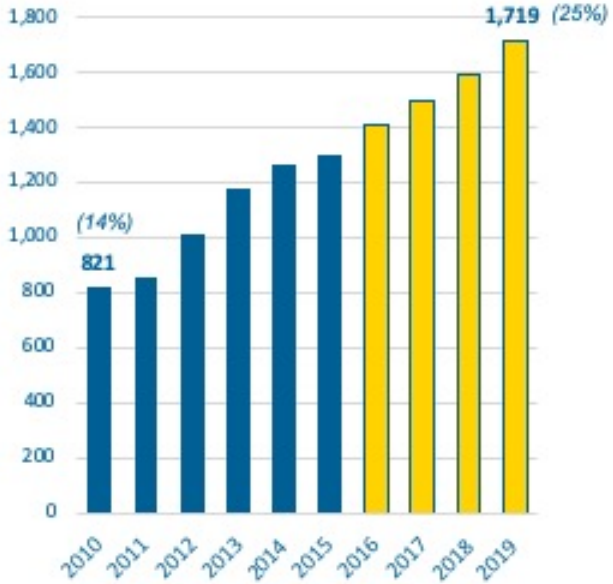
Associate in Arts Program

(Full-time students)

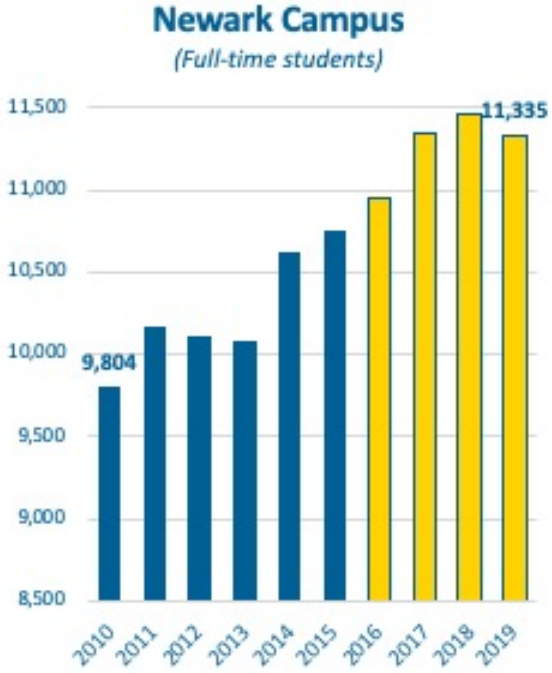


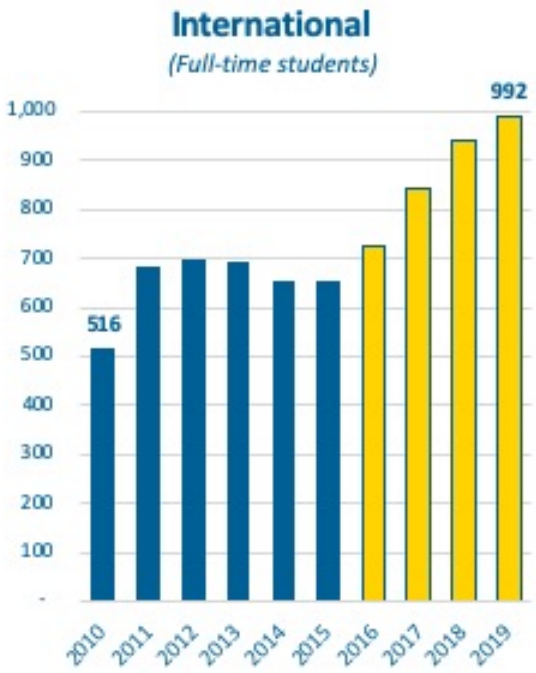
Underrepresented Minority

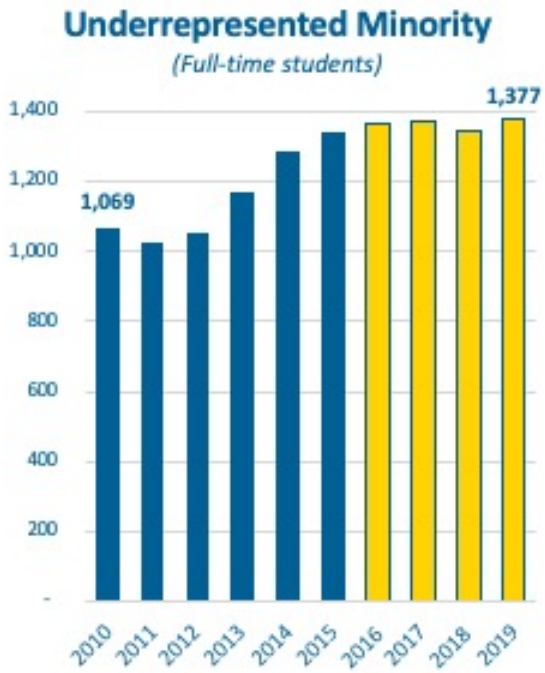
(Full-time students, Newark and AAP)



Growth in out-of-state undergrads







Graduate College

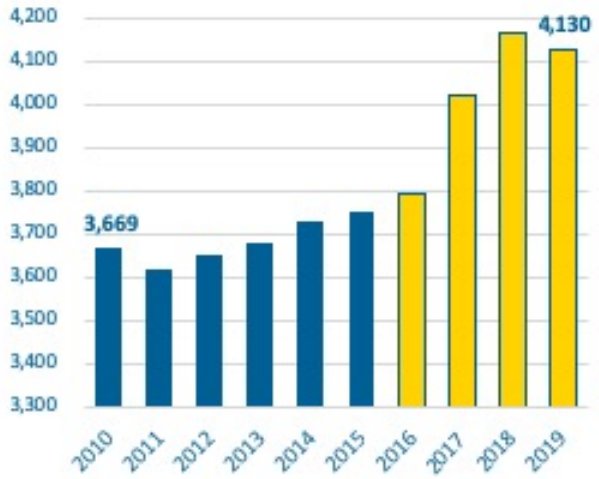
- Centralize and lead graduate education
- Attract, retain and support outstanding students, especially those from diverse backgrounds
- Increase professional development, mentorship, career services, peer support, and health/well-being services
- Develop new interdisciplinary degree/certificate programs
- Signal that UD is serious about and committed to graduate education
- Coordinate and strengthen fundraising
- Create more opportunities at UD for undergraduate research and learning

Unidel Distinguished Graduate Scholars

- 24 doctoral students (2018 & 2019)
- $2.5M/year commitment from Unidel

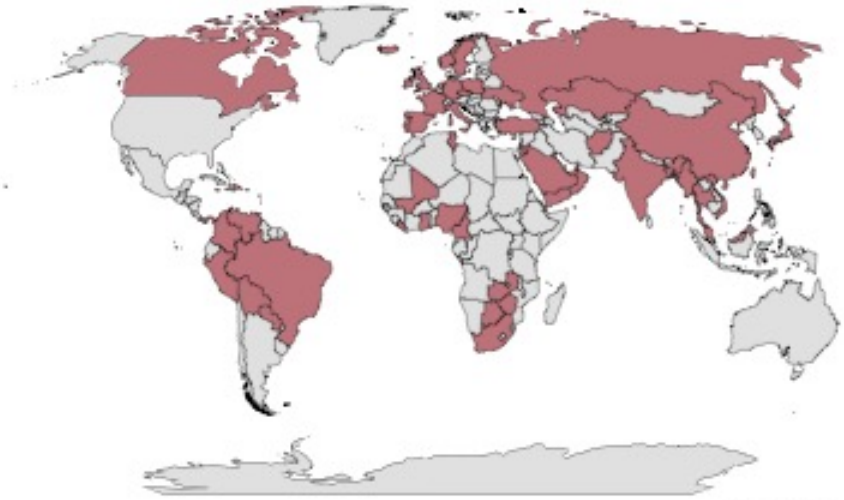
Graduate Enrollment

(Full- and part-time)



Reaching out internationally

Sources of international undergraduates



Strategy to grow & diversify

- Increase undergrads by 1,000
- International admissions team visiting and recruiting in key markets in Asia, Latin America, Middle East, as well as niche markets in Africa and elsewhere

Top countries, 2018-19	
Undergrad	**Graduate**
China, 805	China, 554
India, 24	India, 140
Saudi Arabia, 19	Iran, 46
Malaysia, 8	Bangladesh, 43

Building our intellectual capital

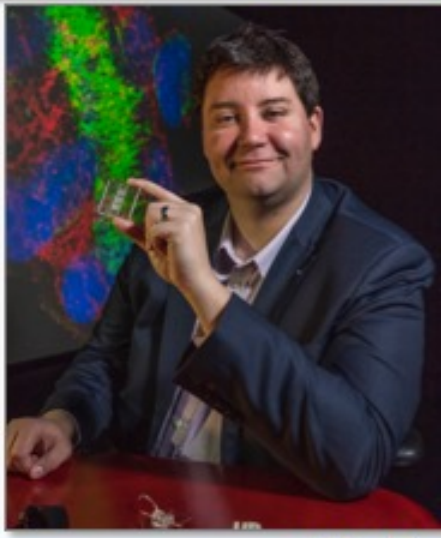
Celebrating our outstanding faculty

Tanisha C. Ford
Africana studies and history
Named to The Root's list of the 100 most influential African Americans

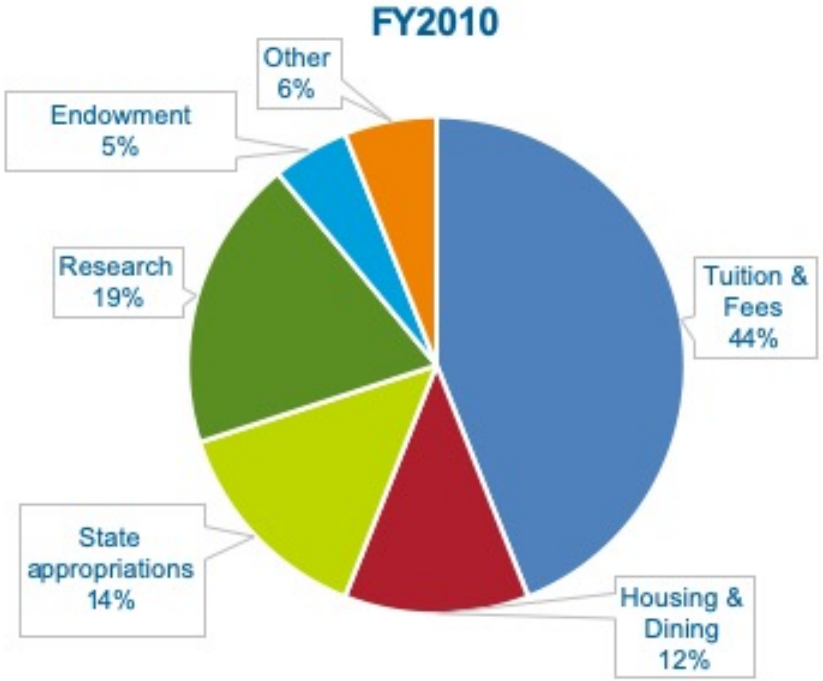
Norman Wagner
Chemical & Biomolecular Engineering
Leading $11.8M NSF project to develop neutron spin-echo spectrometer for nationwide research

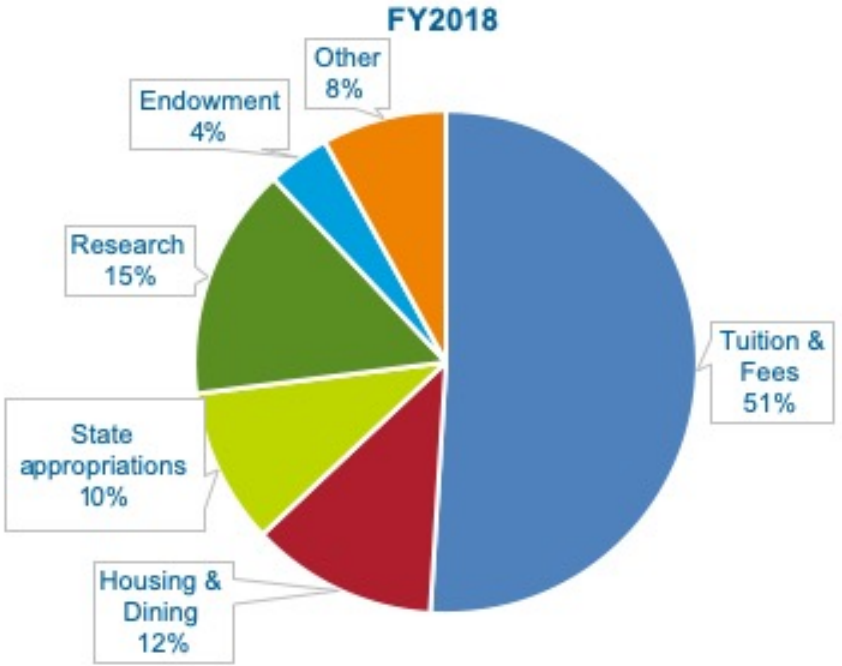
Salil Lachke
Biology
Five-year, $1.7M NIH grant to study genes related to eye disorders

UNIVERSITY OF DELAWARE
RESEARCH
MAGAZINE
DISRUPTORS
How UD is
sparking new ideas
to solve today's problems
INSIDE
THE BALTIMORE COLLECTION
P. 8
ART IN SCIENCE
P. 28
INNOVATION IN MOTION
P. 31

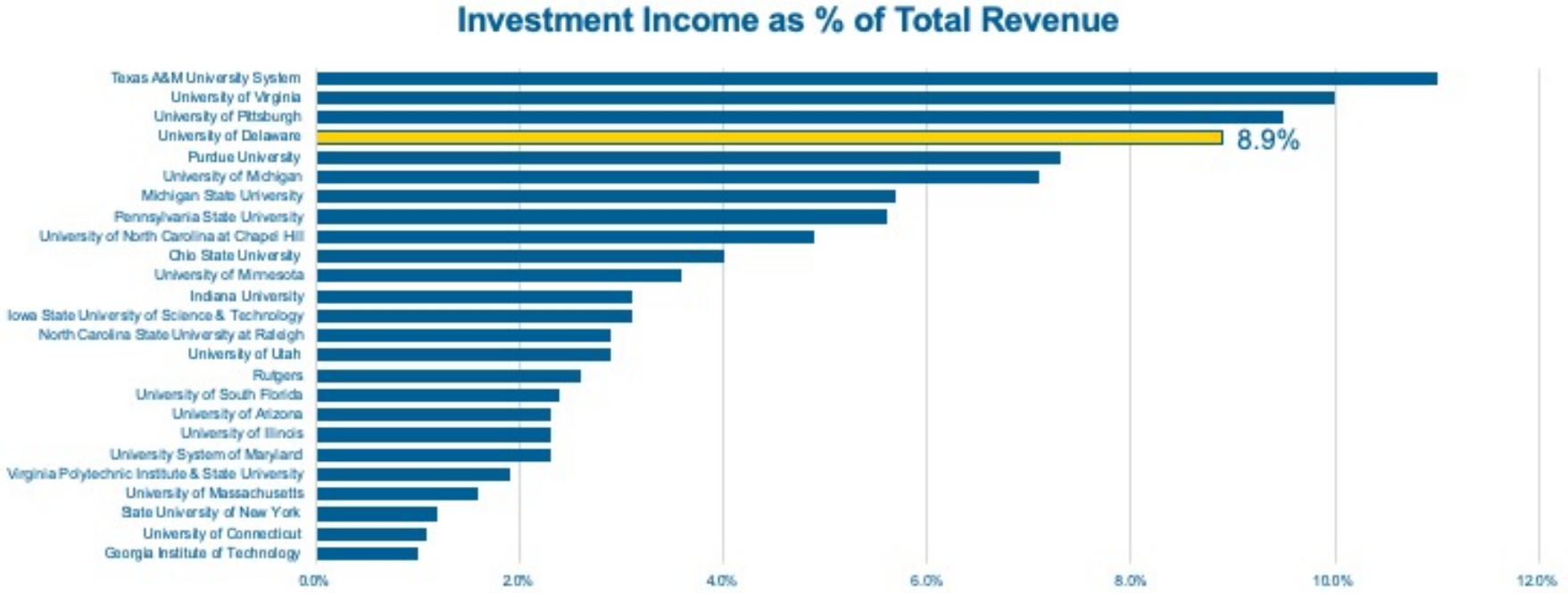


Operating revenue

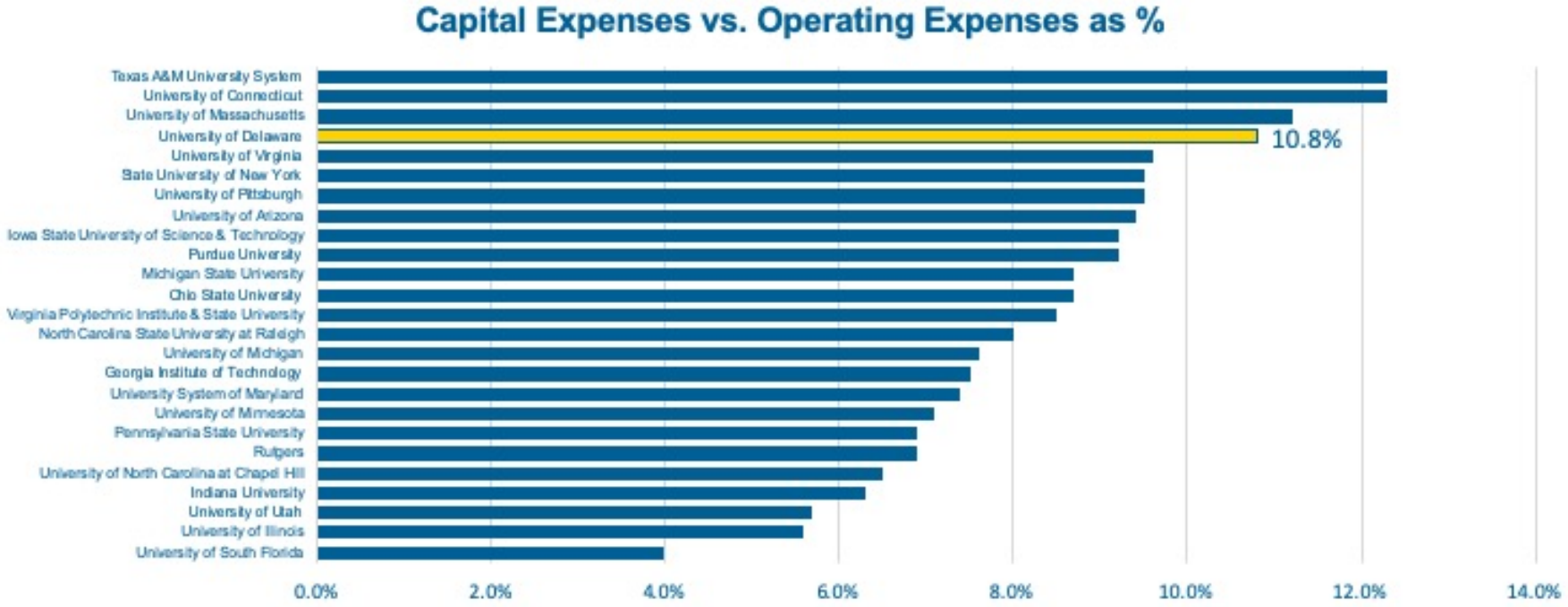




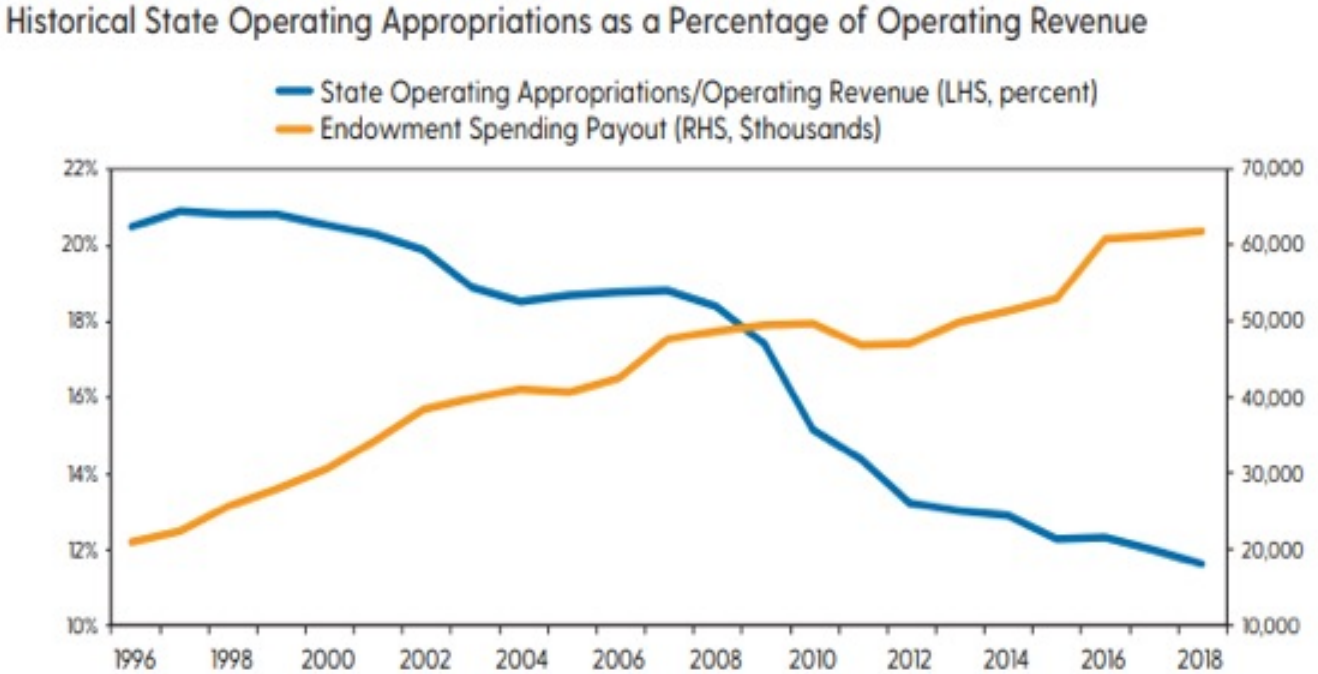
Investments yield consistent support



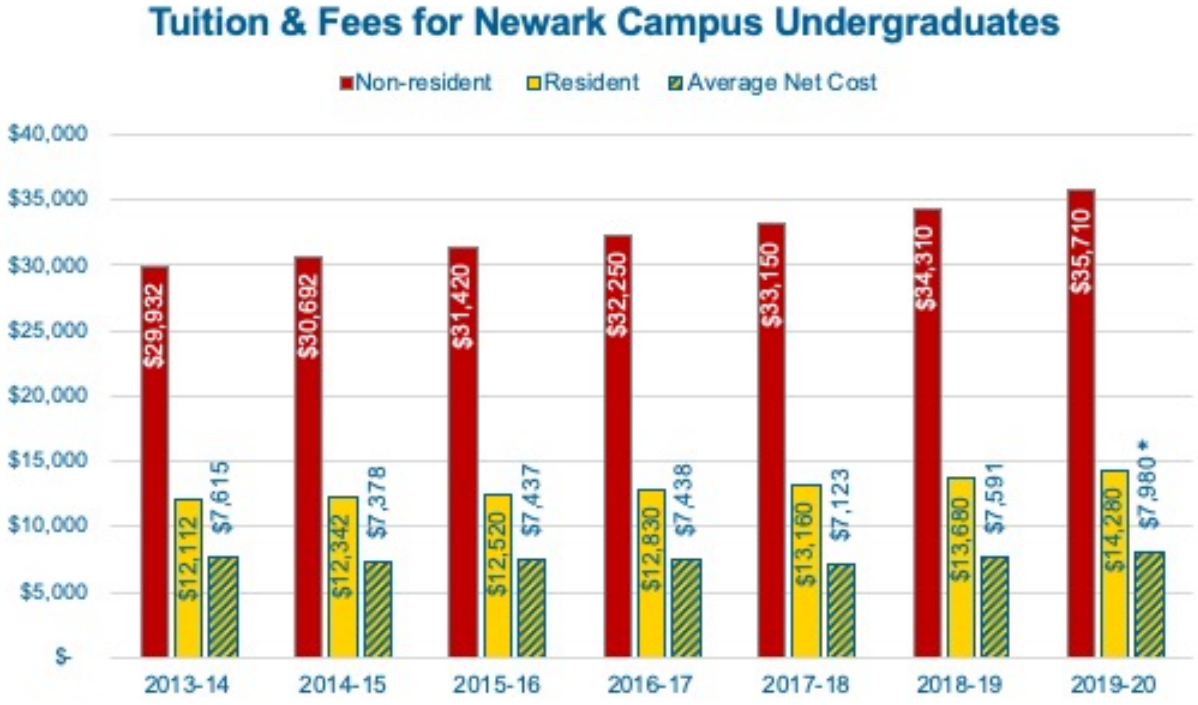
Expenses are capital-heavy



Leaning more on endowment



Keeping UD accessible and affordable



2019-20 tuition & fees

Non-Resident
$35,710

Resident
$14,280

-$6,300 Avg. fin. aid*

$7,980 Resident average after fin. Aid*

*Estimated

Renewing our Delaware Promise

Objectives:

- Make financial aid simple to understand, assuring families that UD will be accessible and affordable when their children are ready to attend
- Attract and retain Delawarean students to UD
- Keep more graduates in Delaware so they contribute to state workforce and economy
- Continue increasing UD's diversity and social mobility in alignment with institutional goals

Our proposal:

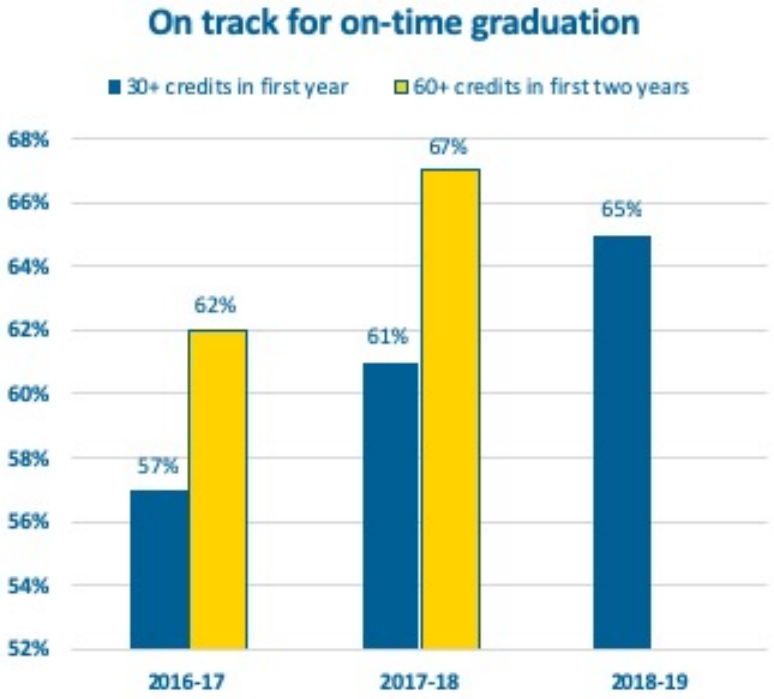
- Cover full tuition and mandatory fees for Delaware students whose family incomes are below $61,000, and laddered support above that

People and Resources
Academic Experience
Outcomes and Impact

‘Finish in Four’ initiative

Growth of advising resources

- Blue Hen Success now available to all undergrads
- January through July
  - 22,000+ advising interactions with 11,500+ students
  - 900+ faculty/advisors/tutors — 10% increase since Fall 2018
- Fall semester so far
  - 1,500+ tutoring appointments scheduled
  - 8,500+ advising interactions



High-impact experiences

Participate in service learning

Work in an internship, field experience or clinical placement

Study abroad

Work with faculty on a research project

Complete a capstone project, exam or portfolio

Live or work in a learning community

Students who participate in at least one high-impact experience:

93%

UD

89%

UD peer institutions

86%

Association of American Universities

Integrating chemistry & biology

- Designed for a broad population of life science majors who simultaneously take introductory biology and introductory chemistry
- Integrates instruction and laboratory experiences
- Provides problem-based and experience-based learning opportunities
- Prepares students to collaborate, solve problems, communicate and reason scientifically across disciplinary boundaries
- Uses evidence-based practices in STEM education
- Provides professional development for peer mentors, graduate teaching assistants, preceptors and faculty

Global education initiative

- Renewing our commitment to international education and research
- Participating in American Council on Education's Internationalization Laboratory for 2019-21, with 17 other colleges and universities
- Goal: Evaluate, shape and expand UD's internationalization strategy to all parts of the world, amplifying our impact as an international university.
- Beginning now with a self-study to engage faculty, administrators, staff and students

Undergrads are ‘Driven to Discover’

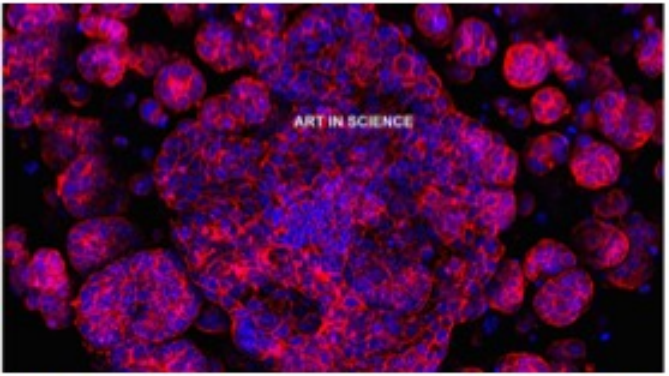
Summer research projects in (l-r) toxic algae, Achilles tendons and beekeeping

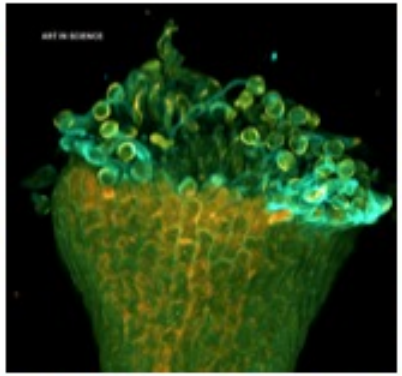
udel.edu/home/driven-to-discover/

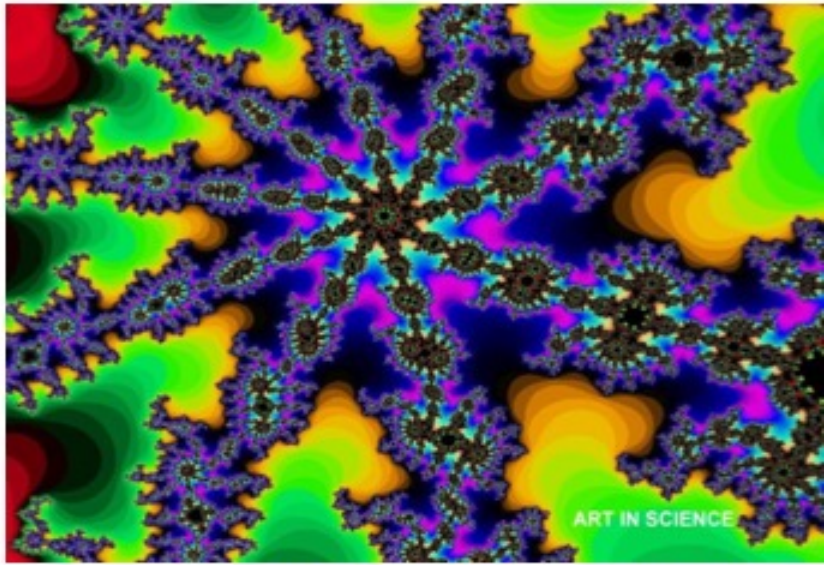
Great places enable great work

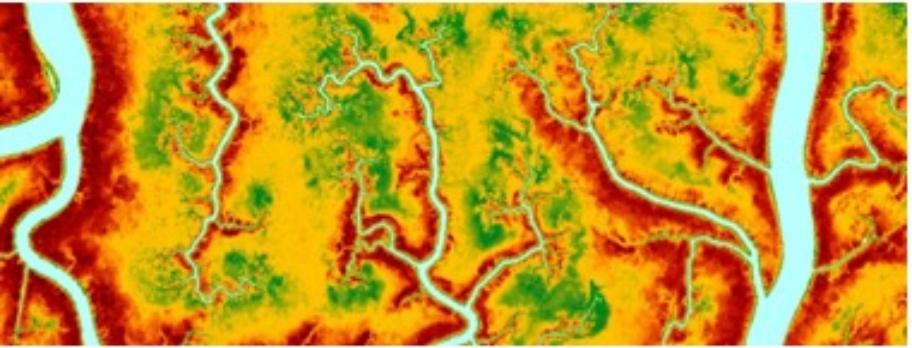
On the road to create a school of music

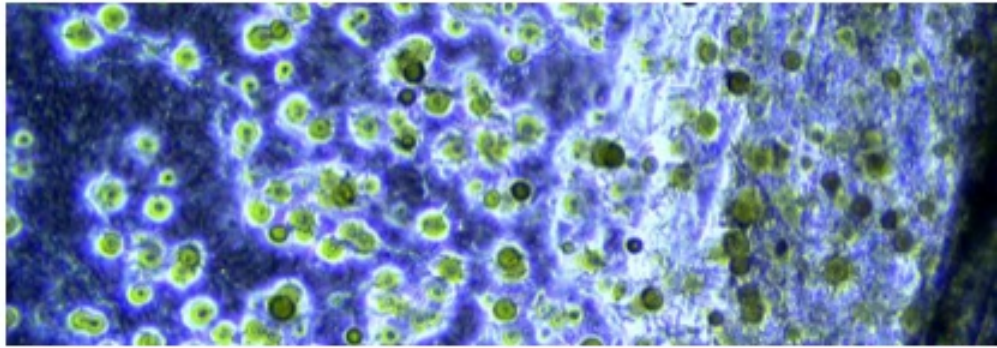
Art in Science











Enhancing the student life experience

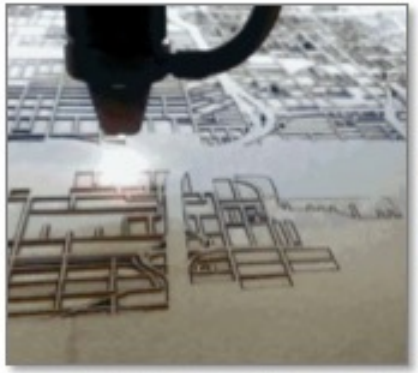
Whitney Athletic Center & Delaware Stadium

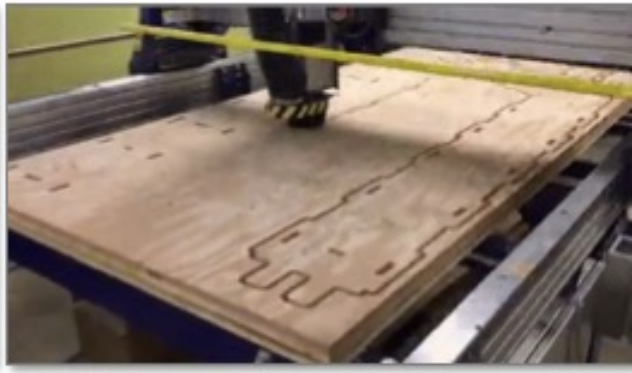
Warner Hall to be Center for Student Health & Wellbeing

- Doubled staff supporting underrepresented students since 2016
- Binge drinking at lowest rate since began tracking it in 1993
- 617 unique employers recruited on campus at 22 career events last year
- 42,035 unique opportunities listed by 6,998 employers in Handshake

Maker Network

- Connection of spaces, people and resources to encourage and support spirit of innovation, entrepreneurship and inclusive excellence
- Opportunities for new courses and degree programs
- Tools for Horn Entrepreneurship
- Maker Gym opening in Nov.; fully operational in Feb.





Horn Entrepreneurship

- About 2,000 students (105 different majors) enrolled in entrep. courses last year
- About 250 students are enrolled in entrepreneurship degree programs
- Start-ups supported by Horn got $7.4M+ in grants, awards and funding in FY19
- Coming: Expansion of EntreX Lab high school program
  - Professional development for teachers
  - Year-long curriculum
  - Dual enrollment for students
- Coming: Creation of neoFest
  - Statewide celebration of start-ups and tech
  - Launch in May 2020

"This major is equipped with action-packed materials to help students succeed, even if they don't intend on starting their own business. Entrepreneurs are those who change and positively impact lives."

— Eastwood Bempoh
Class of 2022

UDairy Creamery now making cheese

Charles A. Genuardi ’70 and Patricia Genuardi Food Innovation Laboratory

- 3,200 sq. ft. for dairy processing and cheese production, plus student test kitchen

People and Resources
Academic Experience
Outcomes and Impact

Leading our students to success

73%

of UD students earn their bachelor's degree within four years–one of the Top 20 rates among public institutions nationwide.

95%

of UD graduates are employed or pursuing further education six months after earning their bachelor's degree, compared to a national benchmark of 84%.

New journeys for first World Scholars

Class of 2019

- Studied abroad twice
- 87% four-year graduation rate, comparable to Honors Program
- Now working at Goldman Sachs, IBM, NBCUniversal, American Jewish Committee, Fortune Magazine, Globus Medical, etc.
- Three are teaching English abroad — one in Brazil, two in France
- One co-founded Project Divided, a multimedia campaign to bridge the divide between Americans of different political views
- One is in a Master's program in Tourism Development and Culture run jointly by the University of Glasgow, the University of Malta, and the University Institute Lisbon

Alumni succeeding around the world

Martha Meaney-Murray

- *Engineering, '87*
- Surgeon at Boston Children's Hospital
- Professor of orthopedic surgery at Harvard Medical School
- Founder of Miach Orthopedics — Pioneering new way to repair ACL injuries; raised $22.5M from investors, incl. NFL Players Assn.

Wang Xing

- *MS Elec. Eng., '04*
- Founder, chairman and CEO of Meituan Dianping (food-delivery service with 400M users in China)
- Company created in 2015 through merger of Meituan (like Groupon) and Dianping (like Yelp)
- Went public on Hong Kong Stock Exchange in 2018

Joe Chen

- *Physics,'92*
- Pioneer in China's Internet industry
- Founder, chairman and CEO of Renren, a social networking platform
- Previously co-founded ChinaRen, China's first social network, in late 1990s.

High-profile media coverage

Medium

The New York Times

European Scientist

cienciaplus | europa press

Forbes

Newsweek

An engine for economic impact

- 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**
- Serving the needs of corporate and nonprofit organizations in the fields of education, finance, health care, human services and more

FOR EVERY
$1
INVESTED BY THE STATE,
UD GENERATES
$23
IN DELAWARE'S ECONOMY

Rankings recognize UD excellence

2019 Rankings

- 4th highest 4-year graduation rate (73%) among residential publics nationwide — Almanac of Chronicle of Higher Education
- Top 1.3% of universities in the world — Center for World University Rankings
- #39 among public universities — U.S. News
- Top 25 U.S. Colleges That Pay Off The Most — CNBC
- 16 graduate programs among 100 best in U.S. (11 in top 50) — U.S. News

Strategy going forward

- Review data to ensure accuracy
- Prioritize investments to improve instruction and access, which will in turn improve rankings

Remember …

- Rankings lag performance
- Methodologies change
  - Social mobility and Pell
- Data collection & definitions affect rank
- UD's metrics usually steady or improving; rankings are relative

Middle States reaccreditation

Standards of the Middle States Commission on Higher Education

An accredited institution of higher education …

- … Has an appropriate mission,
- … Lives it with integrity,
- … Delivers an effective student learning experience,
- … Supports the overall student experience, both inside and outside of the classroom
- … Assesses its own educational effectiveness
- … Uses planning and resources to ensure institutional improvement
- … Is characterized by effective governance, leadership, and administration

Middle States reaccreditation

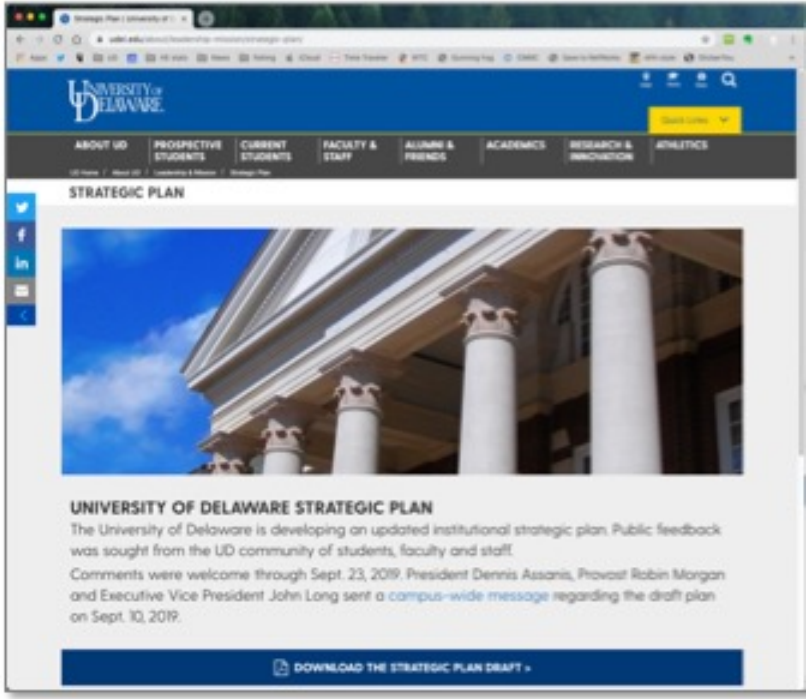
Self-Study Process

udel.edu/middlestates

- 18 months, begun in summer 2019
- Guided by Self-Study Steering Committee
- Working groups focused on each standard: Gather evidence showing how UD meets the criteria for each standard; identifying gaps in evidence; and write a report that addresses the standard.
- Surveys for entire UD community to offer input
- Town hall meetings planned for April 10th, 17th and 24th
- Steering Committee finalizes the self-study narrative in 2020
- Middle States External Review Team visits in spring 2021

Strategic Plan: A Living Document

- Draft open for public comment, Sept. 10-23
- Builds on previous strategic plans
- Aim to be both practical and ambitious
- Align daily decisions with long-term goals
- Critical for Middle States self-study process
- Commitment to update as needed in the future



udel.edu/strategicplanning

Campus Master Plan

Catalytic Initiatives

STRENGTHEN THE STUDENT ARC

- Transform Morris Library as an intellectual commons
- Expand undergraduate opportunities at STAR and other campus sites
- Align student housing to reinforce sense of community

ACCELERATE INTERDISCIPLINARY RESEARCH AND INNOVATION

- Create new spaces that enhance academic collaboration ('network of new spaces')
- Evolve space management policies and planning to align demands and shared resources

STIMULATE NEW PARTNERSHIPS

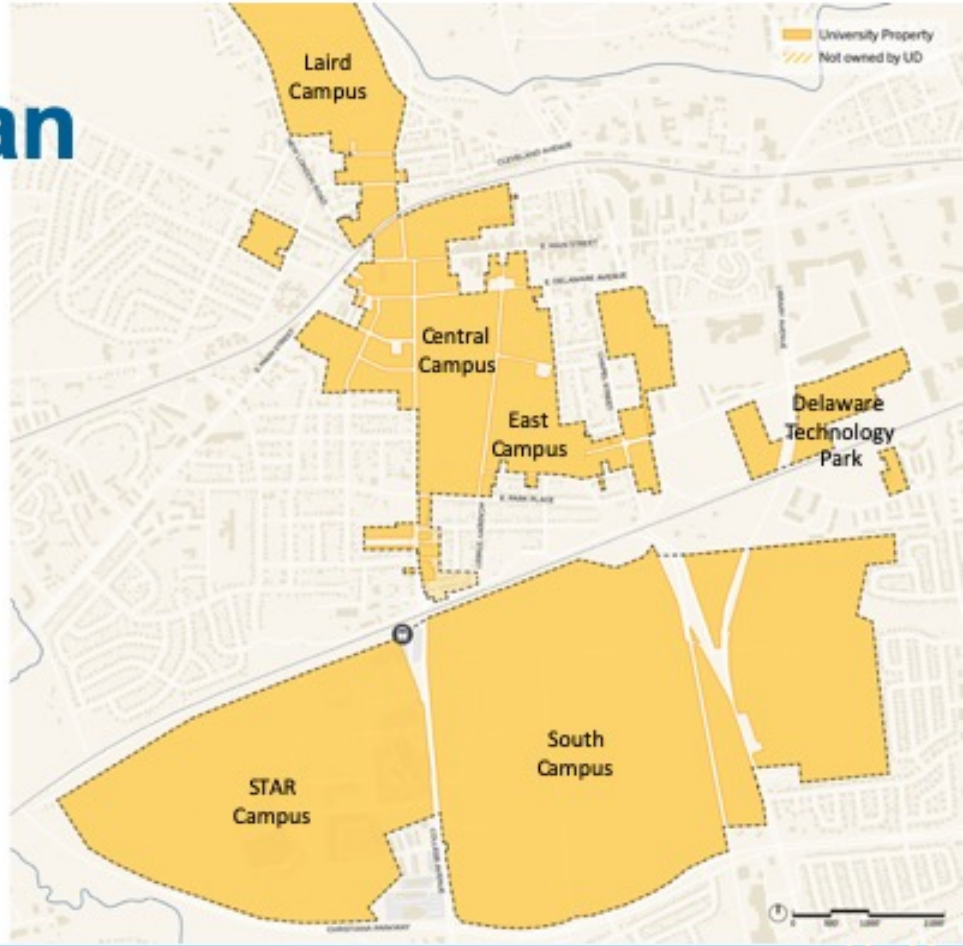
- Expand opportunities for industry, private business and outside organizations
- Highlight P3 initiatives to accelerate capital vision

Campus Master Plan

Investing for Long Term Impact:

The campus plan positions the University's land holdings for smart and strategic growth

- Reinforce the distinctive character and unique scale of the central campus
- Enhance UD's position and competitive advantage in the region
- Establish a comprehensive real estate strategy
- Integrate full campus land holdings
- Prioritize sites that advance strategic goals
- Reserve lands for longer-term opportunities



STAR Campus

Securing resources for the future

DELAWARE FIRST
THE CAMPAIGN FOR THE UNIVERSITY OF DELAWARE

Campaign Goal: Raise $750M by 2020
Raised As of Oct. 2, 2019: $728.5M

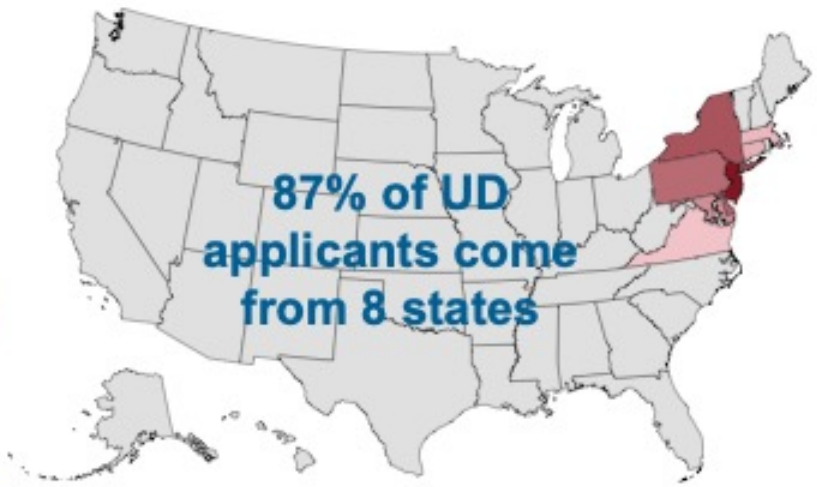
325	67	35	118	10
UNDERGRADUATE SCHOLARSHIPS	FELLOWSHIPS & GRADUATE FUNDS	PROFESSORSHIPS & CHAIR FUNDS	PROGRAM & RESEARCH FUNDS	CAPITAL PROJECTS

Challenges & Opportunities Ahead

Demographic shifts

"Migration and differences in fertility have driven the population away from New England and the Northeast to the Hispanic Southwest. There are fewer kids overall, and where those kids are doesn't match up with our traditional recruiting markets."

— Nathan Grawe, economics professor at Carleton College in Minnesota, author of *Demographics and the Demand for Higher Education*



40% of UD's peer institutions did not meet their enrollment target by July 1 this year.

—2019 Survey of College & University Admissions Officials, Inside Higher Ed

Disruption and consolidation

"I think 25% of schools will fail in the next two decades. They're going to close, they're going to merge, some will declare some form of bankruptcy to reinvent themselves. … I think we're going to see, basically, faster and cheaper programs emerge. I also think we're going to see a lot of mobile learning programs come up, where you can literally just pop on your phone, learn a few things. And so I think we're going see a lot more of these sort of flexible, affordable, convenient programs."

— Michael Horn, co-founder and distinguished fellow at the Clayton Christensen Institute for Disruptive Innovation, on CBS This Morning, August 2019

Technology changes education

Rapid advances

- Artificial intelligence
- High-speed mobile Internet & cloud technology
- Virtual reality
- Big-data analysis
- Discoveries in Neuroscience

Impact

- How students learn
- Who teaches them

The workplace of the future

Five changes and what they'll mean for jobs in the next 20 years…

1. Artificial intelligence and robotics will ultimately create more work, not less.
2. A shortage of skilled, talented workers is more likely than a shortage of jobs.
3. The growing prevalence of remote work will pit cities against each other for talent.
4. The majority of the workforce will freelance by 2027.
5. Technological change will keep increasing, so learning new skills will be an ongoing necessity throughout life.

Insights from Stephanie Kasriel, CEO of Upwork, at the World Economic Forum Annual Meeting, 2019

Liberal arts and lifelong learning

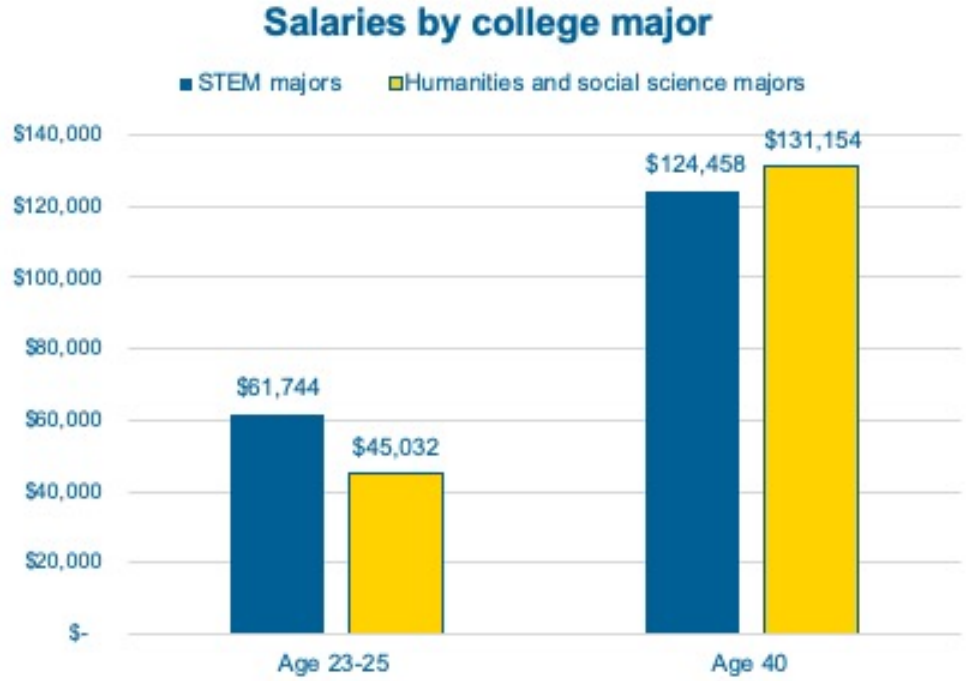
"A student's undergraduate experience—and how well the experience advances critical learning outcomes (knowledge of human cultures and the physical and natural world, intellectual and practical skills, personal and social responsibility, integrative and applied learning)—is what matters most, with 80% of employers agreeing that all students need a strong foundation in the liberal arts and sciences."

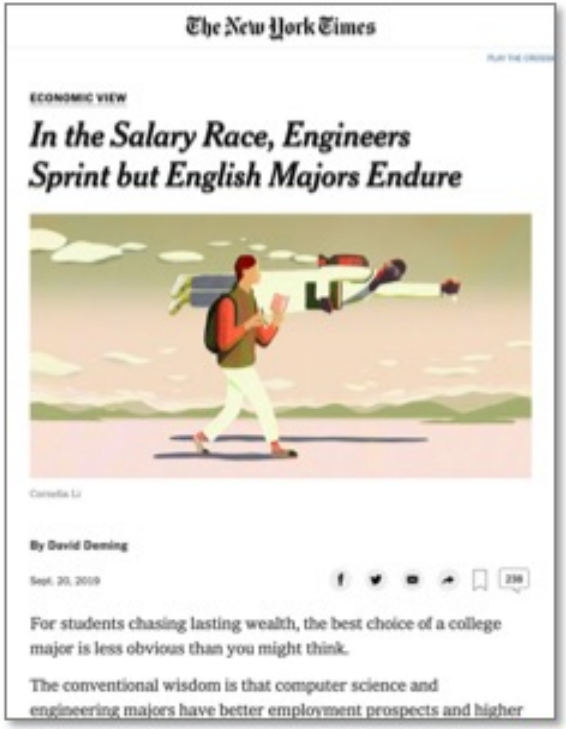
—Lynn Pasquerella, president of the Association of American Colleges and Universities, in *Harvard Business Review*

Today's college graduates

- 20 jobs in five different industries over their working lives
  - Ability to put knowledge in context and use it to solve problems
  - Think critically and creatively
  - Collaborate
  - Communicate
  - Approach challenges with an entrepreneurial mindset

Liberal arts education pays off





The New York Times

ECONOMIC VIEW

In the Salary Race, Engineers Sprint but English Majors Endure

By David Deming

Sept. 20, 2019

For students chasing lasting wealth, the best choice of a college major is less obvious than you might think.

The conventional wisdom is that computer science and engineering majors have better employment prospects and higher

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What is UD known for in 2040?

Board of Trustees Retreat

President Dennis Assanis

October 3, 2019

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