

## THE TRAILBLAZERS

Leaders from prominent Delaware institutions explain what differentiate them from their peers

## CHANGING THE WORLD

How medical innovations taking place in Delaware can impact patient care far beyond the state

## GLOBAL IMPACT

For a small state, Delaware is poised to make a big difference in life science, manufacturing and more

# Spotlight

AN AMERICAN WAY SUPPLEMENT

OCTOBER 2019



## DELAWARE

Why the First State wants to be  
first to mind for businesses,  
workers and visitors

## They said he would never walk. Today, he flies.

Born with Larsen Syndrome, the bones in Joshua's neck were so severely curved that his spinal cord risked being severed. Doctors at the nationally ranked Nemours/Alfred I. duPont Hospital for Children in Wilmington, Delaware performed life-saving surgery on Joshua at 20 months.

Since then, Nemours has been with Joshua every step of the way. From Wilmington, Delaware to Nemours Children's Hospital in Orlando, Florida, Joshua receives coordinated care from the country's best team of orthopedic surgeons, therapists and specialists. Today, Joshua uses his strong little legs, and his irrepressible spirit, to speed around on his bike. "I wouldn't take my son anywhere else," says his mom Christa. "Together, we're building a boy."

To learn more about our comprehensive health system, visit [Nemours.org](https://www.nemours.org).



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**Nemours**<sup>®</sup>

Children's Health System

Your child. Our promise.

# WELCOME TO DELAWARE

THE SECOND-SMALLEST STATE BY AREA HAS THE ECONOMIC CLIMATE AND IDEAL LOCATION TO MAKE AN OUTSIZE IMPACT FOR BUSINESS



## THE KEY FACTS

### Corporate Capital

More than 50% of all U.S. publicly traded companies are incorporated in Delaware, drawn by a legal and regulatory environment that includes the globally recognized Delaware Court of Chancery.

### Location, Location, Location

Situated between New York City and Washington, D.C., and within easy reach of Philadelphia and Baltimore, Delaware lies within 250 miles of more than 50 million people.

**Population**  
967,000

**GDP:**  
\$76.5bn

**Annual visitors:**  
9m

**Exports:**  
\$4.6bn

### FACT FILE

Since the Great Recession, employment in Delaware has grown by 11%—the fastest pace in the Mid-Atlantic.

## Q&A: JOHN CARNEY GOVERNOR OF DELAWARE

### What makes Delaware a great place to do business?

“You get all the advantages of a large metropolitan area without some of the disadvantages in terms of quality of life and cost of living, plus it’s just a wonderful place to live that’s not as densely populated as some of those other areas.”

### What are your priorities today as governor?

“To build on the things that we’re doing, particularly in the five-year horizon, such as the investments we’re making in our K-12 education to make sure more of our students are graduating and going on to higher education, and those that are not are prepared to go into the workforce with meaningful employment. Also, cultivating and pushing the envelope on entrepreneurship, and science and technology-based innovation, and companies coming out of the investments we’re making at the University of Delaware and Delaware State University. And we’re working with the city of Wilmington on making our city, which is the cultural and business hub of the state, more exciting and more inviting for the workers that will fuel these new businesses.”

## MAKING OF A STATE

Delaware is the first state to ratify the Constitution of the United States

1802

Delaware’s first ocean resort is established at Rehoboth Beach

1899

The Delaware Legislative Hall is completed in the state capital of Dover

1969

1787

Future chemical giant DuPont is founded in Wilmington as a gunpowder mill

1870

The Delaware Corporation Law is passed, leading the state to become a corporate haven

1933

Dover International Speedway opens as a regular stop on the NASCAR calendar

*Experience the*  
***Innovation,  
History,  
Opportunity  
and  
Spirit***



***desu.edu***

# Delaware State University

Founded in 1891, the University has grown into the most diverse, contemporary Historically Black College/University (HBCU) in America.

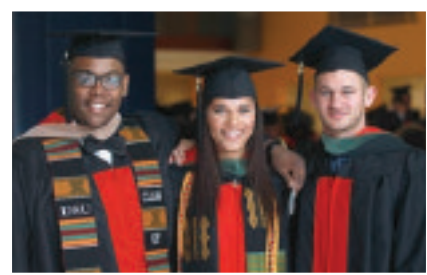
## *It All Matters*



*Our students come from **37** states, our nation's capital, the Virgin Islands, Puerto Rico and **26** countries.*



***70+** majors, minors and concentrations*



***91%** of our recent graduates achieved employment 6 months after graduation or went on to attend graduate school*



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# THE TRAILBLAZERS

HOW SOME OF THE STATE'S MOST INNOVATIVE ORGANIZATIONS ARE PREPARING TO MEET FUTURE GLOBAL NEEDS

*“If you believe in access to quality, comprehensive education for all, then there is not a better place for folks to be”*

**TONY ALLEN, PROVOST AND EVP DELAWARE STATE UNIVERSITY**

Established in 1891, DSU is a land-grant institution and one of the nation's premier historically black colleges and universities—a combination that leads to it having real-world impact on the state around it while retaining its commitment to diversity and accessibility. Points of pride include an aviation program that produces more pilots of color than any other school, while enrollment growth of 28 percent over the last decade speaks to the continued value of its mission.

“If you believe in access to quality, compre-

hensive education for all, then there is not a better place for folks to be than Delaware State University,” says provost and executive vice president Tony Allen, who has been announced as DSU's 12th president, effective January 2020. “We take students from all different backgrounds and abilities but remain intensely focused on those who are either underserved or locked out of the traditional system, and make sure that they get the kind of education that can help them make an impact on the world.”



*“We have always been focused on a culture of service and it's what has made us successful in the market”*

**ROD WARD, PRESIDENT AND CEO CSC**

Whether managing and securing assets in a digital world, or assisting businesses with their compliance responsibilities, Wilmington-based CSC specializes in providing the services that help its clients do business smoothly—says president and CEO Rod Ward, “Our tagline is that we are the business behind business.”

Founded in 1899 with a view to simplifying the way businesses were formed and operated in Delaware, CSC has grown over its history to where

it now has a presence in all 50 states, Europe and the Asia-Pacific region, while developing a customer base that includes 90 percent of the Fortune 500. Along the way, it has also diversified its offering in line with the needs of the market, in tax, legal, business and digital brand services.

“What separates us is the knowledge base and expertise in our different areas,” adds Ward. “We have always been focused on a culture of service and it's what has made us successful in the market.”



*“Innovation is critical for the future success of FMC”*

**KATHY SHELTON, CHIEF TECHNOLOGY OFFICER FMC CORPORATION**

Now a pure-play crop protection company following the spin-off of its Lithium business earlier in 2019, FMC is a global agricultural sciences company that continues to apply innovation to meet the needs of growers around the world, having committed to \$1.8 billion in R&D investment through 2023.

“Innovation is critical for the future success of FMC,” says vice president and chief technology officer Kathy Shelton. “Nature is very good at having its pests become resistant to products

that are on the market, and the world is demanding more sustainable crop protection, so there is always a need for new products.”

If that's the case, FMC's future success will hinge largely on what happens in Delaware and specifically at the 515-acre Stine Research Center. Acquired in 2017 as part of the FMC-DuPont transaction, Stine is now the company's global R&D headquarters, where it discovers, makes and tests brand-new molecules, and where it plans to invest \$50 million over the next several years.





## Delaware—1,982 sq. miles of living big.

Working in Delaware is serious business. Every day we feed the country, cure diseases, build spacesuits, and finance dreams.

Living here is serious business too. When you want to take a break from a career in one the most innovative states in the country, you can hit one of 17 state parks, hundreds of miles of trails, or unwind on one of the 380 miles of shoreline.

When you really want to get away, you're in the epicenter of the mid-Atlantic—an easy drive to Philadelphia, Baltimore, New York, and D.C.

More opportunities for working. More opportunities for living. That's what you can expect from a state our size.

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# CHANGING THE WORLD

HOW A PAIR OF DELAWARE HEALTHCARE ORGANIZATIONS ARE IMPACTING HEALTH ON A NATIONAL LEVEL



## FACT FILE

Nemours operates two free-standing hospitals, plus 80 primary, specialty and urgent care locations.

## CHRISTIANA CARE

One of the largest healthcare providers in the Mid-Atlantic region, Christiana Care Health System is a vital part of the Delaware landscape, both as the state's leading private employer and as an organization that's innovating around the future of healthcare.

Nationally, it's notable for its Gene Editing Institute—the only research institute of its kind based within a community healthcare system—which puts high-quality science and lab research close to the patients it can impact. The system has been lauded for its use of virtual reality to improve the experience of patients during chemotherapy. And its embrace of video and virtual care technology, including the support of the Health Records on iPhone app, has put the organization at the forefront of how IT can facilitate access to high-value care.

"I truly envision a system of care that uses data and technology to create a truly personalized experience where the technology is enabling the human touch," says president

and CEO Janice Nevin. "I see a system where access to care is radically convenient, and that people have the opportunity to meet their healthcare needs where they want them met, in their homes, in their communities, and in the hospital when it's necessary, but only where it's necessary."

## NEMOURS

The sole beneficiary of the Alfred I. duPont Charitable Trust, created following the industrialist's death in 1935, the Nemours Children's Health System has grown to be one of the nation's largest pediatric health organizations, and the only healthcare organization solely focused on children's health that has a multi-state presence.

Annually, it now serves around 470,000 unique patients with more than 1.7 million encounters, but its impact then stretches further when you consider its efforts in medical education, national advocacy and prevention programs, and research that, for example, is exploring ways to leverage Nemours'

telemedicine infrastructure and history of electronic health records to make pediatric research more efficient.

"We are highly committed to all three missions of an academic health system, which include excellence in patient care, research and education, and we have very comprehensive programs at all sites in all of those areas," says president and CEO Larry Moss. "So not only are we committed to taking the best care of kids with today's medicine, but we're creating the future here, and generating new knowledge and technologies that will influence and improve the care of kids in the coming decades."

Adds Moss, "Five years from now, people will say that Nemours has fundamentally impacted the way America cares for children in a positive direction."

## FACT FILE

In 2018, Christiana Care provided nearly 200,000 ED visits and performed 38,000 surgeries.

A photograph of the Christiana Care Helen F. Graham Cancer Center building at night. The building is illuminated, and the name "CHRISTIANA CARE Helen F. Graham Cancer Center" is visible on the facade. The sky is dark, and some trees are visible in the foreground.

CHRISTIANA CARE  
Helen F. Graham Cancer Center

Photos courtesy of Christiana Care, Nemours





## For the past 120 years, Delaware has been our home.

Delaware is the place where CSC team members are enjoying a new global headquarters located on a rolling 40-acre campus with landscaped meadows and trails. CSC is proud to support the Delaware community and over 100 non-profit organizations. From Delaware and offices around the globe, CSC serves over 90% of the Fortune 500 and 65% of the world's 100 Best Global Brands®.

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# GLOBAL IMPACT: DELAWARE

A CULTURE OF INNOVATION IS HELPING DELAWARE ORGANIZATIONS MAKE A DIFFERENCE IN THE WORLD AROUND US

**W**hether it's the proximity to the nation's financial and political capitals, a relatively low cost of doing business, or the accessibility to key decision-makers that comes from a population of fewer than 1 million people, Delaware has plenty to offer a company looking to relocate or grow.

But its greatest advantage could be in how these assets foster and benefit a culture of innovation that's arisen through the legacy of DuPont, the work happening at its universities, and in a developing entrepreneurial environment that's being strongly supported by the state.

"Where things connect in industries or places is where the spark and innovation happens, and where interesting new opportunities are created," says Kurt Foreman, president and CEO of the Delaware Prosperity Partnership. "For Delaware, from our physical geography, from the way we connect to our neighbors because we're small, I think there's a historic dynamism here that makes this a special place."

*"Where things connect in industries or places is where the spark and innovation happens"*

Today, you can see the fruits of this combination in a vibrant business and financial services industry, in high-tech manufacturing, and in taking historic strengths in food and agriculture into the 21st century.

Meanwhile, the state's depth in scientific and technological expertise has made it a welcoming home for the likes of Incyte, a global biopharmaceutical company that employs more than 1,200 people across the U.S., Europe and Japan. With its focus on rigorous science and R&D excellence, the company is committed to the discovery, development and delivery of new medicines that can improve the lives of patients in oncology and other diseases.

"When you look at Incyte, it is a large research lab with a small pharma company on top of it," says chairman, president and CEO Hervé Hoppenot. "We dedicate a very large share of our resources to research and development, disproportionately to the rest of the industry, and we have a group of



chemists and biologists that are leading this effort of identifying mechanisms that will be useful to treat some serious disease where there is no good treatment available.”

Originally founded in Delaware in 1991, Adesis has also benefited from the state’s innovation environment as it has grown to be a leading contract research organization that specializes in organic synthesis—developing and manufacturing specialized chemical compounds for its clients. Acquired by Universal Display Corporation in 2016, it remains highly science-driven—more than half of its employees have PhDs—and has extensively worked with seven of the top 10 Big Pharma companies, among a wide variety of other customers.

“We boil our research down to the fundamental synthetic organic chemistry and we’re able to partner throughout different industries that provide a wide variety of challenges,” says president Andrew Cottone. “We work in industries as varied as pharma, electronics, eyecare and catalysis. We don’t look at the end industry, we look at the composition of matter and how we can solve that chemistry problem.”

This innovation environment owes plenty to Delaware’s location in the center of more than 100 universities, medical schools and community colleges, while the state’s own institutions continue to make enormous contributions of their own.

Able to trace its history back to 1743, the University of Delaware enrolls more than 24,000 students and supports a robust research program through more than 75 research centers and institutes, generating an annual economic impact of \$4.7 billion throughout the Northeast Corridor.

In recent years, the university has established its Science, Technology and Advanced

Research (STAR) Campus on the site of a former auto assembly plant, creating a place where innovators, entrepreneurs, researchers and students could interact and develop hands-on learning opportunities. That’s a combination that has drawn the headquarters of the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL) to locate here—a \$435-million investment by UD, the state and federal government—while Chemours chemical company will also open its global R&D center at the campus in 2020.

“The STAR Campus is the next phase in the historic evolution of our campus,” says UD president Dennis Assanis. “We are already 275 years old, and these 275 acres are going to lead the way into the next 275 years of our history.

“It’s a place of discovery. It’s a place of intellectual intersection. It’s a place that will be the economic engine and beating heart of the state of Delaware.”

Wilmington University was founded in 1968, and now serves a student body of more than 20,000 traditional students and working adults with its variety of career-oriented degree programs. Recognized as the most affordable private, non-profit institution in the region, WilmU’s innovation comes in its accessible and flexible approach to education, as well as partnerships with the likes of Disney, in which more than 900 Disney castmates across the nation are enrolled with WilmU through the Disney Aspire program.

“We were the first regional institution to offer predominantly career-focused academic programs such as business and education,” says president LaVerne Harmon. “Now, 50 years later, we’re considered pioneers in delivering real-world education designed to equip students with marketable skills. Our faculty are real-world practitioners. They bring their experiences to the

#### FACT FILE

Delaware’s combination of research universities, labs and research-intensive businesses have led to it having the fourth-highest concentration of employed PhDs in the fields of health, science and engineering.

FACT FILE

The state is ranked first in the nation for patents per capita.

classroom. Students not only learn theory but they learn practical skills and what to expect in the workforce.”

Elsewhere, Delaware’s connections to the Northeast U.S. are well noted, but businesses are also able to reach the rest of the world through the Port of Wilmington, the busiest terminal on the Delaware River and North America’s leading seaport for the import of fresh fruit. It’s also a port that’s primed for growth thanks to the 2018 signing of a concession deal with the state that granted

tain triggers are met, including a new 1.2-million TEU container facility at DuPont’s former Edgemoor site.

“This will be a brand-new economic development engine,” says Eric Casey, CEO of GT USA Wilmington. “It’s going to have new jobs associated with it, it’s going to have increased revenue associated with it, and it’s going to have new expansions into the community in terms of other jobs that will be supporting mechanisms for the port, that are going to blossom around the Edgemoor site.”

*“It’s a place of discovery. It’s a place of intellectual intersection. It’s a place that will be the economic engine and beating heart of the state of Delaware”*

Gulftainer the exclusive rights to operate and develop the Port of Wilmington for 50 years. The company has already committed to investing more than \$600 million in the next decade, provided cer-

Finally, tourism also remains one of the state’s most important industries, thanks to the lure of its celebrated beaches, historic mansions and gardens, national music festival, and growing craft beverage

cluster, among other attractions.

Delaware receives around 9 million visitors annually, contributing \$3.4 billion to the state’s GDP and accounting for more than 43,000 jobs—making it the state’s fourth-largest private employer. Beyond its direct impact, the industry’s value is also felt in what it offers in terms of quality-of-life amenities and in the potential to turn a visit into a new resident or business, as well as the growth of small businesses in ancillary or related market segments.

“There is this beautiful entrepreneurial spirit in Delaware, and as our governor and our administration support small businesses and entrepreneurs, that will continue to grow and more offerings will become available,” says Liz Keller, director of the Delaware Tourism Office. “We have the beaches but then there are all these businesses built off of our beautiful beaches that are expanding. Examples are water taxis or brew buses that are popping up around the state. There are lots of opportunities to grow the industry.”

**INNOVATIVE SOLUTIONS AROUND THE WORLD ARE BEING DISCOVERED IN DELAWARE.** At the FMC Stine Research Center, scientists are leading the advancement of sustainable and productive farming solutions.



**FMC** | An Agricultural Sciences Company

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Every journey starts somewhere. Ours began more than 100 years ago when we pledged to serve our neighbors as respectful, expert, caring partners in their health. Along the way, we've grown into a health system impacting the health of patients beyond the East Coast.

Today, we're ranked among the world's best hospitals.\*

And, we're taking a step forward. We're advancing personalized care for our community to deliver the right care, at the right time, at the right place — to deliver health, not just health care.

What do we do it all for?

# FOR THE LOVE OF HEALTH™

Wherever your journey takes you, all of us at ChristianaCare wish you good health.

\*Newsweek, 2019



**Learn about our journey  
at [ChristianaCare.org](http://ChristianaCare.org)**



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# GUIDE TO DELAWARE

AN INTRODUCTION TO EACH OF THE STATE'S THREE COUNTIES



## NEW CASTLE

**POPULATION** 559,793

**THE STORY** Grandiose gardens and beautiful river valleys meet a vibrant cultural environment in the most northern of the three counties. The legacy of the du Pont family is still keenly felt in both its array of historic estates and innovative companies around the city of Wilmington

**DOING BUSINESS** The presence of such major employers as FMC, DuPont, Bank of America and Gore speak to New Castle County's value as an innovation hub across industries as varied as chemicals, advanced manufacturing and financial services

**CAN'T MISS** Across 500 acres of preserved natural lands, the Mt. Cuba Center is a non-profit botanical garden in Hockessin that's known for its stunning wildflower displays

**WHAT THEY SAY** "There are so many unknowns to discover. The du Pont estates and Longwood Gardens just over the border in PA. The Brandywine River Museum of Art with three generations of Wyeth art and the Delaware Art Museum with the pre-Raphaelite art. Or just the wonderful scenic byways and trails that let you explore the outdoors"—Sarah Willoughby, executive director of the Greater Wilmington CVB

**WHAT OTHERS SAY** Livability.com picked Wilmington as one of its 100 best places to live in the U.S. in 2019

**FACT FILE** Reggae legend Bob Marley briefly lived in Wilmington as a young man



## KENT

**POPULATION** 176,824

**THE STORY** In the center of the state, Kent County could as equally be known for NASCAR weekends and the popular Firefly Music Festival as it could be for its birdwatching and Amish countryside. Small town charm is all around—including in the capital city of Dover, which offers an appealing mix of history and modern culture

**DOING BUSINESS** Home to Delaware State University and Dover Air Force Base, Kent County has identified warehousing and distribution, healthcare, business services, and beverage manufacturing as economic drivers

**CAN'T MISS** The Air Mobility Command Museum has the largest and most complete collection of restored U.S. military cargo and tanker aircraft in the eastern U.S.

**WHAT THEY SAY** "The majority of our county is rural and it's absolutely stunning, but it's also a great place to raise your children, it has a good school system throughout and it's a good place to work. If you don't want the hustle and bustle of being in a metropolitan area, then Kent County is a really good place to live."—Linda Parkowski, executive director of the Kent Economic Partnership

**WHAT OTHERS SAY** BudgetTravel.com named Dover one of the best budget destinations in America's Northeast in 2018

**FACT FILE** Kent County-based ILC Dover has been the primary supplier of spacesuits to NASA since the Apollo Moon missions



## SUSSEX

**POPULATION** 225,322

**THE STORY** The most southern of the counties is perhaps best known for its beautiful beaches and chic coastal resorts, which continue to draw visitors from across the Northeast, but also offers a rural landscape peppered with small towns, all with their own distinct personalities

**DOING BUSINESS** Agriculture remains a major part of the Sussex County economy, while tourism is a well-established engine that employs around 15,000 people, but the region is also witnessing an expanding healthcare sector plus opportunity in a variety of manufacturing segments

**CAN'T MISS** One of the nation's first 'public lands,' Cape Henlopen State Park spans more than 5,000 coastal acres and features attractions such as Fort Miles, the Seaside Nature Center and numerous campgrounds

**WHAT THEY SAY** "For me, the best thing about Sussex County is it's a great place to do business, a great place to operate your business, a great place to live and raise your family, and you can have it all here."—Bill Pfaff, economic development director for Sussex County

**WHAT OTHERS SAY** In 2019, Thrillist selected Rehoboth Beach as one of the 25 greatest beach towns in America

**FACT FILE** Every two years, Georgetown hosts Return Day, a half-day-long parade and festival two days after Election Day

# STATE TOUR

FROM SANDY BEACHES TO HISTORIC MANSIONS, DELAWARE OFFERS PLENTY FOR VISITORS TO SEE AND DO



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5



6

## ART AND CULTURE

- Known for its collection of the works and papers of Howard Pyle, the **Delaware Art Museum (1)** is a Wilmington institution that has grown to more than 12,000 artworks in its main building and sculpture garden.
- Housed in a restored 1871 Victorian theater with an elegant cast-iron façade, the Grand Opera House in Wilmington still presents more than 75 shows each season, ranging from symphony and ballet to jazz and comedy.
- Dover's **First State Heritage Park (2)** links some of the city's most prominent historic and cultural sites, from the Biggs Museum of American Art and the Johnson Victrola Museum to the **Old State House (3)**, which has stood in the capital since 1791.

## DU PONT MANSIONS

- The former home of Henry Francis du Pont, **Winterthur Museum, Garden and Library (4)** now boasts one of America's most remarkable collections of decorative arts, with 175 rooms filled with items from its near-90,000-strong collection.
- Encompassing the site of the original du Pont gunpowder mills, as well as the first du Pont family home, the **Hagley Museum and Library (5)** is a Smithsonian Affiliate that explores such themes as American business, technology and innovation.
- A gift from Alfred du Pont to his wife Alicia, the beautiful 77-room **Nemours Mansion and Gardens (6)** features the largest formal French gardens in North America as well as a chauffeur's garage containing a collection of vintage automobiles.

## OUTDOOR RECREATION

- Located along Delaware's eastern coast, **Bombay Hook National Wildlife Refuge (7)** protects one of the region's largest remaining expanses of tidal salt marsh and is particularly known as an important location for migratory shorebirds.
- You'll find hikers, bikers, kayakers and more besides at **Trap Pond State Park (8)**, Delaware's first state park and the home of the northernmost natural stand of bald cypress trees in the nation.
- **Brandywine Creek State Park (9)** features three nature reserves, trails and plenty of opportunity to get out on the water, on an area of land that once supported a dairy farm owned by the du Pont family.

## BEACHES

- Billed the 'Nation's Summer Capital', **Rehoboth Beach (10)** has been a resort city since the 1870s, and remains a desirable getaway with its sophisticated restaurant scene, historic boardwalk plus a Tanger Outlets retail location.
- Founded in 1631, Lewes claims to be the 'First Town in the First State' and is known for its beauty and history as well as the adjacent Cape Henlopen State Park—a popular spot for everybody from birders to surfers.
- A hotspot among younger holidaymakers, **Dewey (11)** comes alive at night with its lively bayside clubs and bars, while its summer days are filled with people playing volleyball and enjoying a range of watersports.



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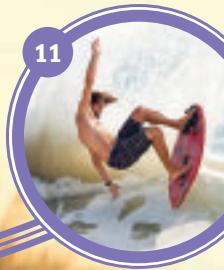
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