



## **Executive Vice President of Finance and Administration**

### Leadership Profile

January 2026



## Executive Summary

The University of Delaware, the largest public university in the State, seeks an accomplished, collaborative, and forward-thinking leader to serve as Executive Vice President of Finance and Administration. This is an exceptional opportunity for an entrepreneurial leader to serve as an institutional catalyst, stimulating sound financial and operating practices across the organization that support both change and the achievement of the strategic objectives of the university.

The University of Delaware (UD), a research-intensive, technologically advanced university is home to approximately 24,000 undergraduate and graduate students from across the globe. In addition to the vibrant main campus in Newark, UD has locations across the state in Wilmington, Dover, Georgetown and Lewes. The University of Delaware ranks #26 overall among 500 colleges and universities nationwide and #10 out of 235 in best public universities, according to The Wall Street Journal's 2025 WSJ/College Pulse best colleges in the U.S. rankings.

A Land Grant, Sea Grant, and Space Grant institution, UD is state assisted yet privately governed and offers a broad range of degree programs (four associate programs, 140 bachelor's programs, 115 master's programs and 44 doctoral programs) through its ten colleges: Agriculture and Natural Resources; Arts and Sciences; Alfred Lerner College of Business and Economics; Earth, Ocean and Environment; Education and Human Development; Engineering; Health Sciences; Joseph R. Biden, Jr. School of Public Policy & Administration; Graduate College; and Honors College. In 2015, UD received the Carnegie Community Engagement classification, recognizing the extension and impact of its scholarship to society through work with more than 300 community partners in dozens of locales.

The EVP will report directly to President Laura Carlson, who was appointed the 29<sup>th</sup> President of the University of Delaware on January 1, 2026. As a member of the president's senior leadership team, the EVP acts as a key strategic business partner with the provost and other senior leadership team members to advance the university's vision and strategic priorities. The EVP serves as the chief financial and chief operating officer responsible for managing UD's financial, administrative, and facilities operations. Working at the highest level of the university to advance its mission of education, research, and service, the EVP provides leadership and managerial oversight of a division of more than 700+ employees in finance and budget; human resources; information technologies; facilities, real estate, and auxiliary services; emergency management, health, and safety; and the University of Delaware police department. The EVP also takes the lead in promoting a campus climate of financial transparency, good stewardship of institutional resources, and open and respectful dialogue about alternative uses of university funds.

The new EVP will assume this role against the backdrop of unprecedented challenges facing higher education and our global society. Demographic shifts pose challenges to institutional enrollment while economic pressures weigh on students and families and institutional operating costs continue to climb. This executive will have an important and consequential opportunity to provide transformative leadership in shaping UD's path forward, navigating manifold pressing issues, and positioning the university to make a positive impact on local communities and global challenges. Thus, this role requires a strategic thinker with demonstrated success who can succeed in collaborating across an organization, into the community, and across the State of Delaware and proactively lead through change as external and industry landscapes continue to evolve.

The ideal candidate will possess experience in strategic financial planning, risk management, and management of major capital projects while bringing an entrepreneurial lens to fiscal stewardship and operational excellence. The new leader should be a solutions-oriented and highly ethical executive whose style builds trust within the campus community and across the university's myriad partners and constituent groups.

The UD community seeks a highly respected leader with significant expertise managing the financial and administrative performance of a complex enterprise, and who will convey a keen enthusiasm for ensuring the continued success and national prominence of the university. This individual will be presented with the opportunity to achieve the following professional and personal accomplishments:

- ✓ Serve as a senior leader of one of the most respected and oldest institutions of higher education in the country.
- ✓ Assume accountability for an enormously diverse mix of administrative, financial, and operating areas.
- ✓ Collaborate with a deeply committed and diverse range of institutional constituencies from students, faculty, staff, administrators, and board members to local and regional partners as well as state officials, each of whom are aligned toward the achievement of the UD's collective goals.
- ✓ Work in Delaware, the first state to ratify the United States Constitution, and a state known for its economic vitality, quality of life, diversity of communities, and beautiful beaches.

To submit a nomination or express personal interest in this position, please see *Procedure for Candidacy* at the end of this document.

## **Role of the Executive Vice President of Finance and Administration**

Reporting directly to the President, the Executive Vice President of Finance and Administration (EVP) ensures the university's fiscal health, operational effectiveness and long-term sustainability while advancing its mission and strategic priorities. As a member of the President's senior leadership team, the EVP plays a critical role in enabling the university to deliver on its academic, research and community commitments while ensuring financial stability and operational excellence. The role advances the university's vision and strategic plan while simultaneously introducing transformative business processes that support the efficient and effective implementation of the plan. The EVP also takes the lead in promoting a campus climate of financial transparency, good stewardship of institutional resources, and open and respectful dialogue about alternative uses of university funds. The EVP partners closely with the President and the senior leadership team to ensure the institution's financial stability, operational efficiency, and regulatory compliance while aligning resources with the university's academic and research priorities.

The EVP serves as the administrative and financial officer of the university, managing all of UD's financial, administrative and facilities operations. Working at the highest level of the university to advance its mission of education, research, and service, the EVP provides leadership and managerial oversight to a division of more than 700+ employees in finance and budget; human resources; information technologies; facilities, real estate, and auxiliary services; emergency management, health, and safety; and the University of Delaware police department. The EVP will supervise five direct reports at the vice president and associate vice president levels. See Appendix A for the organizational chart for the Office of the Executive Vice President of Finance and Administration.

The EVP serves as an institutional catalyst, stimulating sound financial and operating practices across the organization that support both change and the achievement of the strategic objectives of the University. The EVP also serves as a role model for how to engage a variety of individuals with different perspectives to develop creative solutions to resource constraints. The EVP advises the President, senior leadership team, and Board of Trustees on the alignment of financial resources and business strategies that will allow the university to achieve its short and long-term strategic goals while ensuring compliance with all accounting, financial, and governmental regulations.

## Major Responsibilities

- Design, manage, communicate, and execute all aspects of the university's financial strategy, consistent with strategic and capital needs and goals and through collaboration with the President and colleagues/peers on the university's leadership team. Ensure fiscal responsibility through comprehensive reporting and analysis of data and maintain internal controls and compliance with laws and regulations.
- Partner effectively with the President, Provost, and Vice President for Research, Innovation and Scholarship to align strategic plans and financial resources with academic and other institutional priorities.
- Coordinate the university's strategic response to major financial and business developments and opportunities. Draw upon the expertise of the senior leadership team and the intellectual bandwidth of the university community to help inform fact-based decision-making.
- Anticipate issues and proactively position the university to best navigate a dynamic financial landscape, both in mitigating risk and pivoting to take advantage of opportunities. Meaningfully contribute as a university leader in developing and executing the institution's financial strategy including its cash management, treasury, capital structure, and debt strategy, maintaining healthy financial condition, including but not limited to maintenance of an excellent bond rating.
- Establish appropriate metrics to measure and motivate business unit performance. As the EVP will be the implementer and driver of change, they will evaluate current policies and processes to strike an appropriate balance between enabling new business and mitigating risk and oversee the university's enterprise risk management strategy.
- Serve as a counselor to the President; assist in making informed business decisions regarding ways to continuously improve business performance and evaluating new opportunities.
- Serve as the focal point for the development of the finance organization through assessment of the current capabilities within the organization and identifying what resources must be strengthened, thus ensuring that the appropriate resources are available throughout the university to support the achievement of the university's strategic objectives.
- Via the Vice President of Human Resources, ensure the recruitment, development, motivation, and retention of talent to meet the university's current and future workforce planning needs.
- Via the Vice President for Facilities, Real Estate, and Auxiliary Services, manage the university's portfolio of real estate assets, stewarding the university's physical assets totaling over 9.2 million square feet and looking to improve quality and efficiency of service as well as security of all buildings.
- Lead the development of the university's campus master plan in close collaboration with the President and the senior leadership team to produce strategies for future growth including increasing efficient, multi-purpose use of existing spaces.
- Provide direct university-wide oversight for strategic capital projects that total ~\$60-80 million annually from design to successful construction that are on time and within budget. Continue to manage and reduce the University's backlog of deferred maintenance.
- Oversee public safety, crisis and emergency management, environmental health and safety, for university campuses and the bordering Newark community in partnership with the City of Newark.

- Work closely with academic, research and administrative units to identify and reduce inefficiency of operations, aid in increasing profit margins, optimize the investment of working capital in inventory, evaluate ROI on capital improvements, and achieve greater effectiveness in financial and project management, processes, and reporting.
- Serve the university's academic mission by supporting technological, research, and pedagogical innovation on campus and advance efforts to enhance institutional reputation and standing.
- Serve as the primary contact and management of the following Board of Trustees Committees: finance committee; grounds and buildings committee; and the investment committee. Provide financial and operational reports to the Board to ensure compliance with all regulations applicable and to uphold best practices in higher education.
- Provide key constituents with timely, transparent, and clear communications regarding university financial performance, operations, and improvement initiatives. Assist the President in providing regular updates to the campus community in these areas.
- Represent the university to diverse external parties including rating agencies and bondholders, the IRS, regulators, banks, insurance representatives, and others.

## Opportunities and Expectations for Leadership



The new EVP will assume this role against the backdrop of unprecedented challenges facing higher education and our global society. Demographic shifts pose challenges to institutional enrollment while economic pressures weigh on students and families and institutional operating costs continue climb. This executive will have an important and consequential opportunity to provide transformative leadership in shaping UD's path forward, navigating manifold pressing issues, and positioning the university to make a positive impact on local communities and global challenges.

Specifically, the new vice president will be asked to address the following strategic priorities, amongst others:

### **Establish strategy for long-term financial sustainability and new revenue generation**

The new EVP will support university leadership in refining and implementing a plan for the university's long-term financial health and success. Moody's and S&P reaffirmed UD's ratings this year at Aa1 and AA+, respectively, a sign of its fiscal durability. In addition, considerable progress has been made to date to address

the fiscal gap the university experienced following the post-COVID period when subsidies diminished, as was the case with many institutions across the country. UD closed the past year with a narrow operating margin, and there is a strong expectation to build this back to a healthy size. Critical to the next EVP's success will be sophistication in fiscal modeling and the entrepreneurial pursuit of creative sources of revenue to reduce the reliance upon tuition. While strategic and substantive opportunities exist to partner with the Provost in the expansion of academic pathways to UD, the EVP will continue to push the boundaries of traditional revenue generation to explore potential partnerships and "out of the box" opportunities to create and sustain future revenue streams.

The new EVP will bring proven leadership, energy, creative thinking, and negotiating skills to conversations across the organization to continue to increase and broaden the University's revenue streams. The EVP will provide data and insights to the President, senior leadership, the Board of Trustees, and community members, advising and supporting these groups as they consider and advance initiatives that will be essential to UD's financial future.

### **Advance a new institution-wide budget flow**

Currently, the university is reviewing the current budget flow structure and parameters with the goal of ensuring revenue follows and supports institutional priorities and values while also empowering the deans and unit leads to manage their budgets with planning and transparency. Critical to the leader's success will be the ability to translate the budget and fiscal strategy to the diverse audiences and varied constituencies across campus. The university desires a leader who can confidently and effectively articulate and translate the budget narrative with a transparent approach.

As EVP, this leader has responsibility for maintaining and enhancing an environment in which campus-wide budgeting and reporting can be provided to all units, as well as ensuring the appropriate tools for support of these initiatives. The EVP will develop a team that offers tailored support to units in need of budgetary and financial strategy assistance to ensure their long-term contribution to the institution. The university community seeks an EVP who understands the strengths and downsides to a variety of budget approaches so that they can offer experience-based guidance and support in UD's development of a new budget flow and process that ensures timely and collaborative budget projections in close partnership with university leaders.

### **Activate capital planning and shape a strategy to address deferred maintenance**

The EVP will oversee strategic capital planning for existing academic, administrative, residential, recreational facilities, and new construction as well as the management of short and long-range deferred maintenance. As such, the leader will be charged with advancing and further refining a campus master plan that will be characterized as both comprehensive and actionable. The EVP's ability to create structure for processes and procedures around master planning and how to enhance transparency in decision making will be critical. In addition, UD's many historic facilities are sources of pride, yet there is a significant backlog of deferred maintenance that needs to be addressed.

The EVP will need to bring an eye toward creative and clever partnerships as well as experience with strategic and creative approaches in determining when to sell properties, when or how to decommission properties, and how to best maximize efficiencies with existing properties. Comprehensive knowledge and a successful record of enacting the principles and practices of multi-year capital planning; an understanding of and experience with construction, real estate development, facilities maintenance, and renovation; and previous engagement with public-private partnerships will all be critical experiences for the next EVP.

### **Engage university partners as a collaborative and transparent leader**

While the new EVP must be an especially strong operational and financial leader and manager, the heart of this role lies at the strategic level, offering sound advice based in data and projections as well as being a collaborative partner and communicator within the university community. The Board, President, Provost, and campus leadership will welcome a strong and collaborative partner in the next EVP to provide strategic thought and planning that is both agile and entrepreneurial as they guide the university's fiscal, administrative, and operational strategies.

The EVP will bring a history of collaboration and partnership with academic affairs colleagues rooted in a deep understanding of the academic mission as well as the nuanced differentiations between colleges and schools. A

demonstrated commitment to transparently intertwining financial discussions into academic and student success decision points as opposed to viewing them in isolation from one another is required. Through this work, the EVP will support the provost and the academic enterprise in their desire to push the academic envelope and serve as a partner in identifying the strategic resources needed to enact innovative and bold ideas.

Critical to their success will be establishing a reputation for prioritizing transparency through frequent and authentic communication with all constituents. The EVP will cultivate an environment of fiscal clarity while translating and communicating complex financial data and processes; building a clear understanding of institutional finances and the budget-planning process that incorporates the collective input of campus administration, faculty, staff, and students on key university priorities; and fostering an environment of trust, respect, and open dialog.

### **Empower and elevate divisional talent**

The EVP will be responsible for the oversight and management of a broad portfolio of units that support all functional areas of administration and finance for the campus. The leader will inspire, mentor, and motivate unit leaders to support their teams in a way that ensures continued growth, development, and an ability to perform at the highest level. There is great opportunity for the EVP to invest in and elevate the talent among direct reports and divisional leaders, cultivating their potential and helping them realize their abilities to advance their impact across the organization. The UD community desires a leader who brings experience in realizing the potential in high-functioning teams and who is known for curating cultures of collaboration, care, operational efficiency, mutual respect, integrity, service, and accountability. The EVP will set the tone, champion this culture, and provide the unit leaders with any needed leadership, strategic direction, thoughtful change management support, and guidance to develop their teams in a way that ensures continued growth and the ability to perform at the highest levels of contribution.

## **Professional Qualifications and Personal Qualities**

The University of Delaware seeks a forward-thinking, solution-oriented, and collaborative leader whose style builds trust within the campus community and across the myriad of UD constituent groups and partners, both internally and externally. The successful candidate will be a skilled and deeply experienced professional who is adept at change management; has the ability to advocate for and bolster a suite of university services; motivates and inspires colleagues; and manages complex and intersecting priorities while maintaining forward momentum. The EVP will have the ability to coalesce institutional priorities and achieve transformative results using appropriate technology and sophisticated data analysis to inform strategic decisions.



The new EVP will be a dynamic, confident, high-energy leader who demonstrates most, if not all, of the following professional qualifications and personal qualities:

- **Education and Experience:** An earned bachelor's degree in business administration, economics, public administration, or health administration, or related field and ten years of progressively responsible professional experience as a senior executive officer in a higher education, foundation, government, or business organization of relevant size and complexity with financial, business, capital improvement, and plant management responsibilities. Strong financial and operational experience. Solid treasury experience and comprehensive knowledge of capital financing including debt issuance, derivatives, bond rates, and other complex financing strategies. Specific expertise with debt financing, rating agencies, and/or real estate projects will be a plus.
- **Commitment to mission and values:** A deep resonance with and eagerness to embrace UD's mission, vision, and values and the possibilities of a UD education; a strong understanding of faculty work and the role a EVP plays in supporting a balanced set of program offerings as well as strategic enrollment management efforts; and an eagerness to tie into the academic enterprise of the university with an understanding and appreciation of shared governance and the student experience.
- **Transformational reach:** A bold, optimistic approach to creative thinking, change management, and the possibilities for a university community that is working together for the greater good; an innovative mindset and an accompanying ability to galvanize new thinking in others; experience enacting and sustaining novel and innovative approaches to strategic financial and operational priorities; a champion of growing mutually beneficial partnerships with local entities and industry leaders, employers, and community organizations within and beyond Newark, DE as a means to diversifying institutional revenue streams; the ability to provide elevating leadership that enhances the workplace culture by developing equitable structures, policies, and pathways to help all members of the UD community reach their fullest potential.
- **Proven effectiveness and expertise in fiscal management and administrative and operational strategies:** Nuanced knowledge of and successful record of enacting the principles and practices of comprehensive, multi-year capital and operating budget development and implementation; significant professional experience managing the complex interplay of strategic goals, academic mission, tuition revenue and budget models; skillful use of a wide variety of financing techniques, financial forecasting and ratio analysis, business intelligence, policy analysis, data analysis, program evaluation and cost-benefit analysis; theoretical and practical knowledge and experience with investments, cash/treasury management, and capital markets; understanding of and experience with capital planning, construction, real estate development and facilities maintenance and renovation; and demonstrated skill providing sound, ethical financial guidance to university leaders.
- **Leadership skills:** A thoughtful, accessible, and solution-oriented leader committed to making principle-based decisions with integrity and transparency; successful experience developing and advancing strategic plans; experience harnessing institutional research and data analytics to good effect; ability to advise and support academic affairs and other key university divisions to reduce academic and cost structure inefficiencies; ability to coalesce institutional priorities and achieve transformative results; ability and acumen to handle complex situations and multiple responsibilities simultaneously mixing long-term projects with the urgency of immediate demands on the operations; possess the agility and inclination to advance complex projects and solve problems collaboratively, coupled with the willingness to act resourcefully, authoritatively, and resolutely; an embrace of flexibility; a strong and informed commitment to collaboration, discussion, shared governance, and solutions; and the capacity to serve as a key adviser and thought partner with the president, provost, and other senior leaders, with the attendant skills of a trusted and additive contributor to the overall leadership of the university.
- **Organizational capacity building:** Ability to inspire trust and build cooperative relationships across constituent groups using collaboration, transparency, and persuasion to guide decision-making and critical operations; demonstrated ability to motivate internal constituencies by cultivating an empowered, collegial culture; a record of building an organizational culture that engages internal and external stakeholders to work toward a common purpose and achieve shared goals; respect, support for and eagerness to engage with and cultivate an accomplished faculty, staff, student and alumni community; success attracting and retaining

exceptional talent; and the capacity to serve as a trusted, adaptive, and additive contributor to university leadership.

- **Exceptional analytical and technological skills:** The data savvy and direct experience necessary to utilize appropriate technology and tools to model sophisticated short- and long-term financial scenarios to inform strategic decisions and the assessment of opportunities and challenges; ability to produce forward-looking, transparent budgets and plans, linking expenditures to outcomes; analytical capacity to assess the effectiveness of how funds are employed to achieve university goals; sophisticated understanding of the value of technological innovations and investments that can be leveraged for more efficient and effective university processes and services; strong commitment and understanding of the use of technology to improve service and efficiency and reduce costs; and deft skill synthesizing complex financial information for nonfinancial stakeholders.
- **Strategic Vision:** Fluency with current issues, financial challenges, and societal trends facing higher education institutions including state, federal, and international dynamics; the ability to anticipate and capitalize on rapid changes in the global and domestic higher education space; the ability to think entrepreneurially and to galvanize others around a shared strategic fiscal vision, engaging others in its creation and implementation; the ability to develop and direct strategic initiatives that are simultaneously forward thinking and make the university nimble; and a willingness to be creative to explore new opportunities and meet emerging challenges without losing sight of mission.
- **Communication skills:** Exceptional communication skills rooted in transparency and honesty, including listening and working collaboratively with senior university leadership, the colleges and schools, partners across the university, alumni, donors, and community and industry partners; the ability to present a vision and other information effectively, synthesizing complex financial information for non-financial constituents; the ability to respond to questions from internal and external audiences with grace and finesse, both orally and in writing; the capacity to formulate, articulate and galvanize a wide range of audiences around a shared vision, guiding decision making and critical operations; and a style of engagement that builds mutual trust and respect.
- **Management skills:** Demonstrated success in managing strategically, decisively, and empathetically across complex environments, groups, programs and operations; a record of recruiting, developing, and mentoring a diverse and talented staff; experience managing and coordinating a cross-functional team of project managers and subject matter experts to be a highly capable team who will deliver against the strategic growth objectives; prioritizes professional development of staff through delegation of responsibility and expert tutelage; experience in business process re-engineering with the ability to review and realign systems, policies, people, and culture to improve service delivery, communications, and productivity; the ability to inspire and effectively lead others, plan and organize work, partner with colleagues across the university, and make decisions aligned with UD's strategic priorities.
- **Personal qualities:** A demonstrated confidence and ability as a nimble senior leader with the humility to be an effective part of a collaborative and collegial executive team; a lack of ego and self-promotion together with the desire to partner with others in service of the strongest possible effort; a sense of urgency and intellectual curiosity; comfort and skill to pivot and move quickly in a dynamic environment; the ability to listen and hear ideas and thoughts from a variety of interested parties and partners and to integrate the thinking and views of others into one's own; high levels of emotional intelligence and political acumen coupled with strong negotiation skills; integrity and trustworthiness; flexibility and resilience; optimism; courage; empathy and compassion; and a sense of humor.

## About University of Delaware



### Overview

The University of Delaware (UD), a research-intensive, technologically advanced university with global impact, is home to over 24,000 undergraduate and graduate students who come from across the country and around the globe. In addition to the vibrant main campus in Newark, UD has locations across the state in Wilmington, Dover, Georgetown and Lewes. A Land, Sea and Space Grant institution, UD is state supported yet privately governed. UD traces its roots to the founding of a small private academy in 1743, received its charter from the State of Delaware in 1833, and was designated in 1867 as one of the nation's historic Land Grant colleges. The university celebrated its 280th anniversary in 2023-2024.

UD has been repeatedly recognized as one of the top schools in the country. It ranks #26 overall among 500 colleges and universities nationwide and #10 out of 235 in best public universities, according to The Wall Street Journal's 2025 WSJ/College Pulse best colleges in the U.S. rankings. U.S. News and World Report ranked UD in the top 100 universities in the United States and #44 among the nation's top public universities. UD was also recognized as a Best Value School by U.S. News, one of 206 national universities to earn this designation, and #53 in Forbes' list of best public colleges. The Middle States Commission on Higher Education reaffirmed its accreditation of the University in 2022, commending it for its progress.

UD is classified by the Carnegie Foundation for the Advancement of Teaching as an R1 institution having very high research activity, a distinction achieved by less than 3 percent of U.S. colleges and universities, and it ranks among the nation's top 100 universities in federal research and development support for science and engineering. In FY 2024, sponsored program expenditures totaled \$361.4 million. In 2015, UD received the Carnegie Community Engagement classification, recognizing the extension and impact of its scholarship to society through work with more than 300 community partners in dozens of locales.

UD is deeply committed to a campus community that reflects the rich and complex diversity of human experience and that embraces possibilities for all. While building on academic excellence, UD is working diligently to recruit and retain students and faculty from a diverse range of people from all cultures, identities, and life experiences. It also is enhancing its multicultural curriculum to raise students' consciousness as human beings who can lead and contribute to the opportunities of a multi-faceted society. UD provides an open and welcoming campus environment where the unique voice that each brings to the conversation is respected; it will be a model for moving the nation – and the world – forward, together.

## Academics

As a major research university, UD provides students with rich opportunities for discovery-based learning in the laboratory and in the field in preparation for rewarding careers. UD offers a broad range of degree programs: four associate programs, 140 bachelor's programs, 115 master's programs, and 44 doctoral programs, which are offered through the university's ten colleges: Agriculture and Natural Resources; Arts and Sciences; Alfred Lerner College of Business and Economics; Earth, Ocean and Environment; Education and Human Development; Engineering; Health Sciences; Joseph R. Biden, Jr. School of Public Policy & Administration; Graduate College; and Honors College.

U.S. News and World Report include 30 UD graduate programs among the top 100 in the nation, including the #2 ranked Physical Therapy Program and 12 others in the top 50, including chemical engineering (#7), criminology (#18), nonprofit management (#16), public finance and budgeting (#21), public affairs schools (#34), public management and leadership (#18) and clinical psychology (#37).

## Colleges

- [College of Agricultural and Natural Resources](#)
- [College of Arts and Sciences](#)
- [Alfred Lerner College of Business and Economics](#)
- [College of Earth, Ocean, and Environment](#)
- [College of Education and Human Development](#)
- [College of Engineering](#)
- [College of Health Sciences](#)
- [Joseph R. Biden, Jr. School of Public Policy & Administration](#)
- [Graduate College](#)
- [Honors College](#)

## Finances

The University has endowment assets of almost \$2 billion. Its annual operating budget is more than \$1 billion. The FY24 state operating and capital appropriation of almost \$200 million (a record year in the past decade) helps create a sizable economic impact in the state. For every \$1 invested by the State, UD produces \$23 in economic activity within Delaware. Overall, the University generates an annual multi-state economic impact of \$5.5 billion and supports approximately 35,320 jobs throughout the Northeast Corridor.

[These tables](#) delineate the financial performance of the University of Delaware across various sectors, including Operating Revenue & Expenses, Capital Funding & Expenditures, and Endowment & Pooled Investment Portfolio for the fiscal years spanning from 2017 to 2025. Additionally, the budget for the fiscal year 2026, approved by the Board of Trustees on May 13, 2025, is presented. Notably, the final ramifications of compensation adjustments due to factors such as new hires, union negotiations, reclassifications and ongoing market fluctuations are yet to be fully determined. These factors will inevitably influence the university's financial standing during fiscal year 2026. Addition details can be found in the audited financial statements [here](#).

## Enrollment

For fall 2025, the University of Delaware enrolled 19,385 undergraduate students, 4,252 graduate students, and 927 professional and continuing studies students. Undergraduate tuition was \$15,280 for residents and \$40,840 for non-residents. Undergraduate fees were \$2,380. For graduate students, tuition was \$20,088 and fees were \$1,082. Undergraduate students apply to the University of Delaware via the Common Application or Coalition

Application. Graduate programs at the University of Delaware have their own unique admission requirements, funding options, deadlines, review processes and decision timelines.

## Research

UD is driving discovery for the future. More than 90 UD research centers, institutes and core facilities reflect the diversity and rigor of the University's research interests, as well as its commitment to improving the quality of life in Delaware and beyond. Examples include the Charles C. Allen Jr. Biotechnology Laboratory, the Partnership for Public Education, the Data Science Institute, the John L. Weinberg Center for Corporate Governance, the nationally accredited Early Learning Center, the Interdisciplinary Humanities Research Center, and the Disaster Research Center.

Also, with several centers and institutes dedicated to renewable energy science, the environment, education and policy (such as the Delaware Energy Institute, Delaware Environmental Institute, Biden Institute, new Gerard J. Mangone Climate Change Hub, and the Center for Energy and Environmental Policy), UD is working on the world's most pressing sustainability challenges. UD scientists are conducting ground-breaking research in solar cells, wind power, vehicle-to-grid technology, green hydrogen and catalysis.

UD is home to two Energy Frontier Research Centers, supported by the U.S. Department of Energy, including the Catalysis Center for Energy Innovation and the Center for Plastics Innovation, where cutting-edge work is underway to break down plastic waste. The UD Center for Hybrid, Active, and Responsive Materials, one of 19 Materials Research Science and Engineering Centers funded by the National Science Foundation across the United States, is advancing further innovations in how materials are made, working with diverse teams.

## STAR Campus

UD's Science, Technology and Advanced Research (STAR) Campus brings together leading-edge research and top academic programming with industry and community partnerships. It serves as a bold vision for the future where people come together to live, work, and learn. The Tower at STAR, which is home to the College of Health Sciences as well as partnering organizations from the health-care sector, was named one of the nation's most "amazing university buildings" by *USA Today*.

UD's biopharmaceutical research and education initiatives, along with many of our top resources in biotechnology and data science, are co-located with NIIMBL headquarters in the new, state-of-the-art Ammon Pinizzotto Biopharmaceutical Innovation Center at the heart of UD's STAR Campus.

The newest project on the STAR Campus is the FinTech Innovation Hub, a partnership with Discover Bank and Delaware Technology Park with the ultimate goal of improving access to financial systems for the underserved. FinTech — or "financial technology" — is a burgeoning employment sector for Delaware and the region. More than 300 people will work in the 100,000-square-foot facility, using data analytics, visualization and artificial intelligence for research, education and community engagement.

Also nearby is the new Chemours Discovery Hub, where UD students and faculty are collaborating on research projects with the global leader in titanium technologies, thermal and specialized solutions, advanced performance materials, and chemical solutions.

## Innovation and Partnerships

The University also fosters an entrepreneurial spirit that runs deep in all colleges through academic programs, mentors, startup incubators and community engagement. Horn Entrepreneurship, a campus-wide enterprise, emphasizes experiential learning and active engagement with business leaders. Its courses and programs give students the knowledge, skills, connections and access to resources needed to successfully manifest innovation and thrive in a rapidly changing world.

The Office of Economic Innovation and Partnerships is centered on long-term productive partnerships, and it facilitates access to space, capital, counsel and connections that empower entrepreneurs and innovators to

accelerate their ideas to market, grow their businesses and form partnerships. UD also is a key partner in the new NSF Innovation Corps (I-Corps) Northeast Hub. It provides researchers with entrepreneurial training, mentoring and resources to form startup companies that translate laboratory discoveries into breakthrough products and services.

Other partnerships include the Delaware Innovation Space, Inc., a nonprofit designed in conjunction with the state of Delaware and DuPont to help science-based businesses grow in Delaware and connect students to the work of the most talented innovators. The focus is on key science, technology, engineering and mathematics areas that align with strengths that both DuPont and UD bring to the venture.

## Leadership

### Dr. Laura Carlson, President



Dr. Laura Carlson joined the University as provost in 2022 and was appointed interim president by the Board of Trustees in July 2025. On December 9, 2025, the Board unanimously voted to appoint Dr. Carlson as president, effective January 1, 2026.

As provost, Carlson focused on enhancing access by creating pathways to UD, growing enrollment, fostering academic excellence, empowering faculty, and developing and implementing a multi-year strategy that integrated financial, enrollment and hiring plans.

Before joining UD, Carlson had a distinguished career of more than 20 years at the University of Notre Dame, where she served in several key leadership roles, including vice president, associate provost and dean of the Graduate School. She served as director of graduate studies in the psychology department and later as associate chair. Carlson joined the Notre Dame faculty in 1994 as an assistant professor of psychology, becoming a full professor in 2008.

A fellow of the Association of Psychological Science, she has received several teaching awards, including the Rev. Edmund P. Joyce C.S.C. Award for Excellence in Undergraduate Teaching.

Carlson's primary research interest is spatial cognition — how we mentally represent the places and objects around us — and her work has been supported by grants from the National Institutes of Health and the National Science Foundation. She takes an interdisciplinary approach to her work, collaborating with scholars across the fields of computer science, engineering, architecture, geography and linguistics.

A cum laude graduate of Dartmouth College with a special major in psychology of language, she received a Master of Arts degree at Michigan State University and earned her Ph.D. at the University of Illinois, Urbana-Champaign.

## Newark, Delaware

The University of Delaware's main campus is in Newark, Delaware, located in the heart of the East Coast—midway between New York City and Washington, D.C. Known for its green space, the suburban city also boasts a dynamic, award-winning downtown that runs through the center of campus. Newark is surrounded by over 12,000 acres of public parkland.

Newark provides easy access to Mid-Atlantic and North-East east destinations:

- 45 minutes from Philadelphia
- 55 minutes from Baltimore
- 2 hours from New York City
- 2 hours from Washington, D.C.

- 6 hours from Boston

A destination marked by sharp contrasts: town and country; preservation and progress; tradition and innovation. [Nearby Wilmington](#) is the urban hub of the region, the Corporate Capital of America and the largest downtown in the state of Delaware. It is a center for banking and innovation, with world-class restaurants, museums, and performing arts spaces.

Delaware may be known as the home of tax-free shopping on the east coast, but residents enjoy a lower cost of living across the board—from real estate taxes to parking fees—than can be found in many similar states on the east coast. The region has a burgeoning restaurant scene perfect for food lovers. Art lovers can enjoy access to the Delaware Art Museum, dozens of galleries, live music venues like The Grand Opera House and Live Nation at The Queen as well as the state's premier centers for the performing arts. Outdoor enthusiasts have 552 acres of parks at their fingertips, perfect for runners and cyclists.

The exceptional quality of life has attracted many corporations to the state. In fact, more than 67 percent of Fortune 500 companies call Delaware their corporate home.

## Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

[WittKieffer](#) is assisting University of Delaware in this search, which will remain open until an appointment is made.

Please direct all nominations and applications through the WittKieffer Candidate Portal by [clicking here](#).

Candidates can also find this portal via the WittKieffer website at [www.wittkieffer.com](http://www.wittkieffer.com) and selecting the "Become a Candidate" button.

Additional inquiries can be directed to:

Jen Meyers Pickard, Ph.D., Sarah Palmer, and Kim Migoya

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*The University of Delaware is an Equal Opportunity Employer and encourages applications from members of underrepresented groups. The University's Notice of Non-Discrimination can be found at <http://www.udel.edu/aboutus/legalnotices.html>*

