General Faculty Meeting

President Dennis Assanis
April 4, 2022
Leadership and legacy

Robin Morgan
Provost

Charlie Riordan
VP of Research, Scholarship & Innovation

Kathleen Matt
Dean, College of Health Sciences

Maria Aristigueta
Dean, Biden School
Safety measures enable return to more normal campus life

Students & Employees*

- Fully vaccinated: 95%
- Not fully vaccinated: 5%

Asymptomatic Surveillance Tests
(March 14-17 and 21-24)

- Positive: 15
- Negative: 2,374

*Faculty/staff on campus the past 7 days

Carefully easing masking requirements

- No longer required in research labs, offices, athletic spaces, common areas and other non-classroom settings
- Still required in classroom settings, child-care facilities, healthcare areas and UD transportation

(Plus 8 positives at SHS for symptomatic students)
Enriching the student experience throughout UD

- Creation and launch of the Student Success Council
- Launch of the Intercultural Engagement Center project

Rae Chresfield joins UD as Assistant Vice President for Student Wellbeing

Wellbeing Center at Warner Hall officially opening 4 p.m. Friday, April 8 — FACULTY INVITED!
Three students named Goldwater Scholars

Rebecca Beswick  
Engineering  
“My goal is to receive a Ph.D. in Chemical Engineering and research electrochemical methods of turning electrons into molecules at a national laboratory.”

Renea Briner  
Geosciences  
Career Goal: Earn a Ph.D. in Marine Science and obtain a research acoustician position at the National Oceanic and Atmospheric Administration (NOAA) Northeast Fisheries Science Center.

Ishika Govil  
Engineering  
“I plan to pursue a Ph.D. in Chemical Engineering, with a focus on computational modeling to accelerate engineering decisions in drug delivery and biopharmaceutical laboratory experiments.”

Honors College
- Campus leaders
- High-impact student experiences
- Writing Fellows, Teaching Fellows, Munson Fellows
- 90% of Warner and Taylor Award winners for 20 years
- Students twice as likely to pursue graduate education
- 20% of faculty teach Honors classes
USNWR recognizes excellence in graduate programs

Among the 100 best in the nation in 2023 rankings

- Chemical engineering, 8
- Nonprofit management, 22 (up from 32)
- Public finance and budgeting, 24
- Public affairs schools, 29 (up from 34)
- Public management and leadership, 32
- Education schools, 39
- Materials engineering, 44
- Biomedical engineering, 45 (up from 49)
- Engineering schools, 45 (up from 47)
- Mechanical engineering, 50
- Electrical engineering, 53
- Civil engineering, 54 (up from 57)
- Chemistry, 55 (up from 59)
- Earth sciences, 62 (up from 78)
- Physics, 68 (up from 71)
- Psychology, 68
- Computer engineering, 69
- Nursing schools: Doctor of nursing practice, 72 (newly ranked)
- Mathematics, 79
- Computer science, 82
- Economics, 88
- Biological sciences, 100 (up from 140)
- Business schools, 100 (up from 110)

One of the best graduate schools for …

- Engineering
- Public Affairs
- Education
- Business
- Nursing (Doctor of Nursing Practice)
Champion Blue Hens represent UD in March Madness

- First time in UD history that both teams reached NCAA Tournament in the same season
- One of only 24 universities with both teams in the tournament
- One of five to have both teams automatically qualify by winning their conference championships
UD students, faculty, alumni noted for successes
Distinguished faculty continue to earn recognition

Tiffany E. Barber and Curtis Johnson receive 2021 Gerard J. Mangone Young Scholars Award

Wei-Jun Cai & David Kirchman elected Fellows of American Association for the Advancement of Science

Thomas H. Epps, III, & Kelvin Lee elected to National Academy of Inventors

Nancy Jordan elected to National Academy of Education

Kevin Solomon & Swati Singh earn NSF CAREER Awards

Yushan Yan elected to National Academy of Engineering

Lynnette Young Overby appointed to National Council on the Humanities
Hiring continues to build faculty ranks

All Faculty

FY2017: 1,226
FY2018: 1,276
FY2019: 1,334
FY2020: 1,354
FY2021: 1,356
FY2022: 1,317

FY23 Hiring Approvals
- Continuing Track: 48
- Tenured/Tenure Track: 48

Timothy Shaffer
Stavros Niarchos Foundation Chair of Civil Discourse and Director of Ithaca Initiative
Extending UD’s reach and impact through research growth

Congressionally Directed Spending yields $12M for UD
- Accelerate development of vaccines and other drugs through NIIMBL
- Enhance teacher education programs for students of color
- Expand access to technology for people with disabilities
- Establish workforce-development centers in offshore wind, environmental robotics and space science with DSU & Del Tech

$2.5M from US Small Business Administration for Del. Small Business Development Center to expand services for underserved companies

$3.2M from NIH to study cardiovascular impacts on children with muscular dystrophy

$3M from NSF to develop framework for evaluating impacts of renewable products and processes

$1M from Dept. of Energy to develop use of graphene particles from coal waste for 3D printing

$1.9M from National Eye Institute to fine-tune touch technology

$184M+ Sponsored research in 2020-21, up 32% since 2016

Julius Korley named AVP for OEIP

Melinda Duncan named AVP for Research
Developing STAR Campus as hub of innovation
Developing STAR Campus as hub of innovation
Continuing to invest in the heart of campus

Drake Hall Addition
Opens Fall 2022

Building X (McKinly Lab replacement)
Opens Fall 2024

Evans Hall
Heating & Cooling Replacement — Complete
Razing McKinly Lab to make way for Building X
Strengthening healthcare through research and education

**Building X:**
An interdisciplinary science facility focusing on human disease, neuroscience and human behavior
- 4 teaching labs, serving >1,000 students/year
- Home to 48 research scientists

**Impacts:**
- Preparing students in STEM, healthcare, mental health and biomedical fields
- Research partnerships within Delaware and beyond
Planning to celebrate the Class of 2022

Thursday, May 26
- Doctoral Hooding, 2 p.m., The Green
- Honors Ceremony, 6 p.m., The Green

Friday, May 27
- Lerner, 8 a.m., Delaware Stadium
- CEHD, 10 a.m., The Green
- CAS, 1:30 p.m., Delaware Stadium
- CEOE, 2 p.m., The Green
- Biden School, 6 p.m., The Green
- CHS, 7 p.m., Delaware Stadium

Saturday, May 28
- Commencement, 9 a.m., Delaware Stadium — FACULTY INVITED!
- CANR, 12:30 p.m., Bob Carpenter Center
- COE, 4 p.m., Bob Carpenter Center

commencement.udel.edu
Record UG applications help build a strong Class of 2026

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>% change</th>
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</thead>
<tbody>
<tr>
<td>Applications</td>
<td>33,640</td>
<td>35,142</td>
<td>4.5%</td>
</tr>
<tr>
<td>Lerner</td>
<td>6,792</td>
<td>7,429</td>
<td>9.4%</td>
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<tr>
<td>CANR</td>
<td>1,215</td>
<td>1,305</td>
<td>7.4%</td>
</tr>
<tr>
<td>CAS</td>
<td>10,623</td>
<td>10,864</td>
<td>2.3%</td>
</tr>
<tr>
<td>CEOE</td>
<td>846</td>
<td>966</td>
<td>14.2%</td>
</tr>
<tr>
<td>CEHD</td>
<td>1,106</td>
<td>1,202</td>
<td>8.7%</td>
</tr>
<tr>
<td>COE</td>
<td>4,919</td>
<td>5,161</td>
<td>4.9%</td>
</tr>
<tr>
<td>CHS</td>
<td>5,272</td>
<td>5,425</td>
<td>2.9%</td>
</tr>
<tr>
<td>Biden School</td>
<td>103</td>
<td>110</td>
<td>6.8%</td>
</tr>
<tr>
<td>US</td>
<td>2,764</td>
<td>2,680</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Honors College</td>
<td>4,480</td>
<td>15,402</td>
<td>243.8%</td>
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<th></th>
<th>2021</th>
<th>2022</th>
<th>% change</th>
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<tbody>
<tr>
<td>Admissions</td>
<td>23,271</td>
<td>25,108</td>
<td>7.9%</td>
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(As of April 1)
New graduate programs and applications update

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>% change</th>
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</thead>
<tbody>
<tr>
<td>Applications</td>
<td>5,739</td>
<td>16%</td>
</tr>
<tr>
<td>Admissions</td>
<td>2,038</td>
<td>14%</td>
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<tr>
<td>Acceptances</td>
<td>941</td>
<td>34%</td>
</tr>
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</table>

(As of April 4)

Highlights

- Master’s students’ (in person) acceptances +27%
- International students’ acceptances +55%
  - Top countries: India, Nigeria, Ghana, China, Bangladesh and Iran
- Self-paying students’ acceptances +18%, funded students +13%*

(*Large number of outstanding admissions offers still to be determined by April 15)

Interdisciplinary Neuroscience is one of the newly approved interdisciplinary graduate programs, along with Education & Social Policy and Quantum Science & Engineering.
FY2022 budget update

• Projecting all-funds operating budget surplus
  • Positive operating margin consists primarily of self-supporting & basic budget funds

• Key Takeaways
  • Surplus generated through one time/temporary conditions
    • One-time federal funding
    • Temporary spending compression
      • Personnel: longer times to hire, delays in hiring
      • Non-salary supply chain issues and inability to travel
  • Financial aid need continues to increase, offset this year by one-time federal funds
    • Total undergraduate discount rate has increased to 31% vs. 26% (budgeted)
  • COVID costs of $5M-$7M projected versus budgeted $2.5M
  • Study abroad and ELI down; Winter Session revenue lower than pre-pandemic levels
  • Net graduate revenue does not appear significantly increased – but contract revenue in self supporting
Early FY2023 budget projections

Summary: Projecting positive operating margin

Revenue – projecting increasing enrollments, endowment return, increased sponsored funds
  Undergraduate – Responding to record applications and determining entering class size; balancing need for increased financial aid with tuition increase consistent with peers, minimal fee increases
  Graduate – Determining impact of global rate change to accelerate growth of “paying” masters programs; balancing impact of increased number of supported students with increasing graduate support
  “Other” revenue – Returning to pre-pandemic levels for auxiliaries, study abroad, ELI; increasing self-supporting revenue, including non-credit and contract revenue, and growing special sessions
  Endowment revenue – Increasing payout rate and increased investment income support operating expenditures

Expense – aligning expenses with revenue, prioritizing personnel investments
  Faculty – Aligning hiring plans with anticipated retirements and enrollment planning to meet demand
  Staff – Creating hiring plans by unit, evaluating reorganization and FTE levels with peer data
  Other than Personnel Services – Continuing to set unit budgets at compressed spending levels
State operating request: Providing resources for Delaware

- Increasing financial aid
  Request: $4.7M

- Addressing COVID’s impact
  Request: $3.4M

- Graduating more workers in healthcare fields
  Request: $7.3M

- Graduating more teachers
  Request: $1.5M

- Expanding access via AAP
  Request: $1.4M
State capital request: Ensuring modern facilities

- **Campus-Wide Deferred Maintenance Request:** $20M
- **Engineering Facilities Request:** $50M
- **Financial-Technology Hub Fit-Out Request:** $6.5M
Delaware First continues to fuel transformative impact

42 Professorships & Chair Funds
86 Fellowships & Graduate Funds
438 Undergraduate Scholarships
170 Program & Research Funds
102,104 Donors
12 Capital Projects

Advancing Toward $1B Goal

As of April 1

$942.6

Donors
Fellowships & Graduate Funds
Professorships & Chair Funds
Undergraduate Scholarships
Program & Research Funds
Capital Projects

*As of April 1

Early Gifts
Middle States accreditation review completed

- **February-December 2019** — Gather and analyze evidence showing how UD meets standards for accreditation.
- **January-September 2020** — Gather community input, develop recommendations and draft self-study.
- **Fall 2020-Winter 2021** — Reassess and adjust self-study, in light of the pandemic.
- **Spring 2021** — Gather community input on self-study and finalize report.
- **Sept. 17, 2021** — Steering committee submits final self-study to MSCHE.
- **Oct. 31 – Nov. 3, 2021** — External Review Team conducts virtual site visit.
- **March 15, 2022** — MSCHE formally reaffirms UD’s accreditation.
Refreshing the University’s Strategic Plan

- **March 2021** — Steering committee and working groups formed
- **April 2021** — Working groups begin meeting
- **May 2021** — Working groups host community forums to present their preliminary work and gather feedback
- **June 2021** — Working groups submit reports and recommendations to the Steering Committee
- **Summer 2021** — Synthesis of the working groups’ reports into a workable draft based on the previous strategic plan
- **Fall 2021** — Further refinements and reviews by the working groups, Steering Committee, Trustees
- **February 2022** — Incorporating feedback on final draft from Trustees, Faculty Senate, President’s Roundtable, Working Groups, etc.
- **March 16, 2022** — Approval and adoption of the strategic plan by the Board of Trustees
Expanding Student Access & Success
Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural Campus
Expanding Interdisciplinary & Global Opportunities
Redefining Creativity, Innovation & Entrepreneurship
Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus
Considering the future of remote work

**Advantages**
- Access to greater pool of talent
- Competitive with other institutions offering hybrid work options
- Better work-life balance for employees
- Reduced need for campus parking
- Space reconfiguration opportunities, savings with increased efficiency, meeting sustainability goals

**Evaluating work**
- Focus on work product, not just hours
- Evaluate what type of work is better conducted on site and what may be done remotely or in hybrid formats

**Challenges**
- Availability of hybrid-capable spaces and technology
- Managing consistent hybrid options of shared services
- Reconfiguring space to suit remote work planning
- Managing remote workforce and cultural shift
- Maintaining UD culture and camaraderie
- Evaluating success in performance evaluations

**Space goals**
- Consolidate administrative footprint on campus
- Create additional student-serving space
- Create hybrid-capable meeting spaces; increase shared spaces for collaboration; reduce single office space

**Personnel goals**
- Recruit and retain staff
- Increase productivity and satisfaction

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**Spring 2021 through Winter 2022**
- Employee survey, administrative space study
- Hybrid proposals, policy refinement, pilots begin

**Spring/Summer 2022**
- Continue technology upgrades, evaluate additional steps
- Begin planning for student-support options

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[udel.edu/faculty-staff/human-resources/future-of-working/](udel.edu/faculty-staff/human-resources/future-of-working/)
Becoming more sustainable throughout the institution

Goals

- Attract high quality undergrad and grad students by expanding interdisciplinary degree programs that leverage sustainability expertise at UD
- Promote interdisciplinary clustered research, academics, and outreach in sustainability to develop new technologies, build strategies and approaches to address those challenges, and train a new generation of sustainability leaders on the planet
- Reduce carbon footprint and operational costs long-term by implementing conservation measures, switching to renewable sources of energy, reducing and recycling waste, and water
- Increase external investment through philanthropy and industry and government partnerships by promoting sustainable innovation and University leadership to a greener future
- Improve external recognition of sustainability achievements through AASHE STARS ranking relative to peer institutions
Comprehensive capital plans guide UD growth

- Campus Master Plan
  - Applying post-COVID lens to work environment needs, space usage and deferred maintenance
- Lewes Campus Plan
- STAR Campus Master Plan
- Housing & Student Life Master Plan
General Faculty Meeting

President Dennis Assanis
April 4, 2022