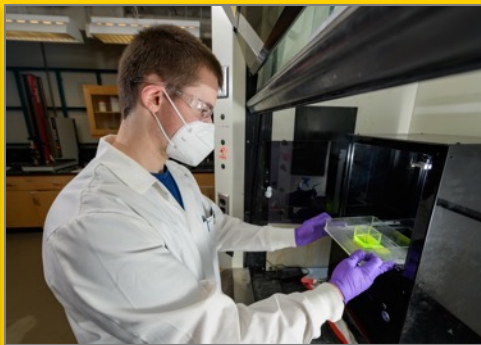


General Faculty Meeting

President Dennis Assanis

April 4, 2022



**Thank
You**



Leadership and legacy



Robin Morgan
Provost



Charlie Riordan
*VP of
Research,
Scholarship &
Innovation*



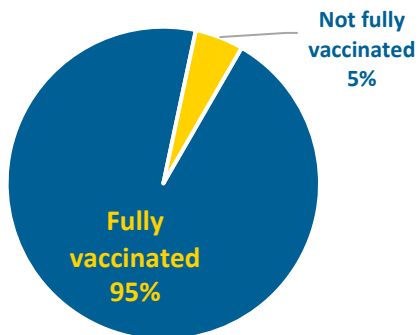
Kathleen Matt
*Dean, College
of Health
Sciences*



Maria Aristigueta
*Dean, Biden
School*

Safety measures enable return to more normal campus life

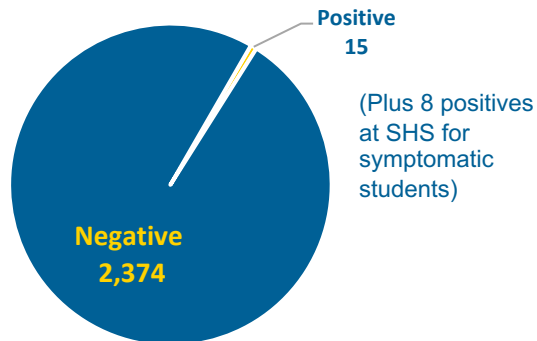
Students & Employees*



*Faculty/staff on campus the past 7 days

Asymptomatic Surveillance Tests

(March 14-17 and 21-24)



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



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 Life – 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



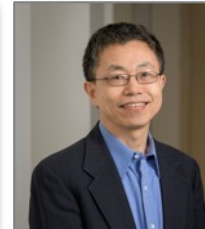
**Thomas H.
Epps, III, &
Kelvin Lee**
elected to National
Academy of
Inventors



**Nancy
Jordan**
elected to
National
Academy of
Education



**Kevin Solomon &
Swati Singh** earn
NSF CAREER Awards

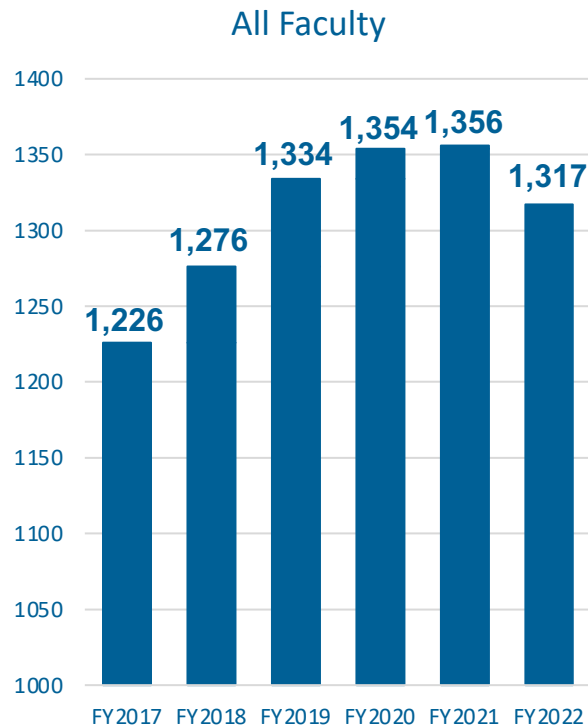


**Yushan
Yan** elected
to National
Academy of
Engineering

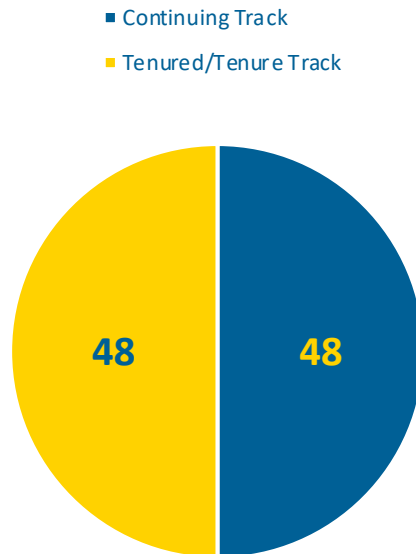


**Lynnette
Young Overby**
appointed to
National Council
on the Humanities

Hiring continues to build faculty ranks



FY23 Hiring Approvals



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

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

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

\$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



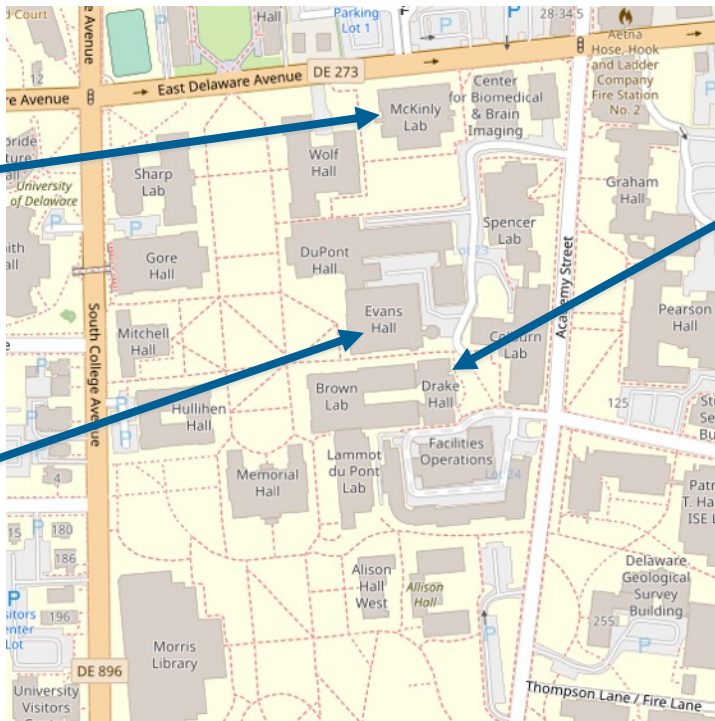
Continuing to invest in the heart of campus



Building X (McKinly Lab replacement)
Opens Fall 2024

Evans Hall

Heating & Cooling
Replacement — Complete



Drake Hall Addition
Opens Fall 2022

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



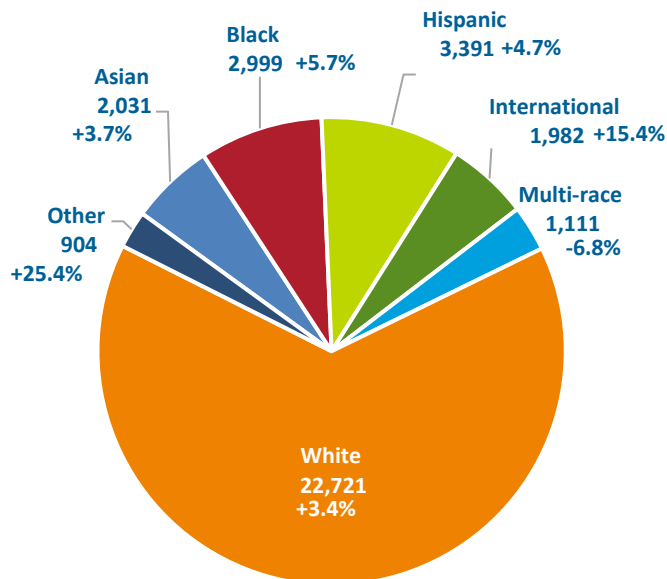
Record UG applications help build a strong Class of 2026

	2021	2022	% change
Applications	33,640	35,142	4.5%
Lerner	6,792	7,429	9.4%
CANR	1,215	1,305	7.4%
CAS	10,623	10,864	2.3%
CEOE	846	966	14.2%
CEHD	1,106	1,202	8.7%
COE	4,919	5,161	4.9%
CHS	5,272	5,425	2.9%
Biden School	103	110	6.8%
US	2,764	2,680	-3.0%
Honors College	4,480	15,402	243.8%

	2021	2022	% change
Admissions	23,271	25,108	7.9%

(As of April 1)

Applications by Race/Ethnicity



New graduate programs and applications update

	2022	% change
Applications	5,739	16%
Admissions	2,038	14%
Acceptances	941	34%

(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 ELL 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

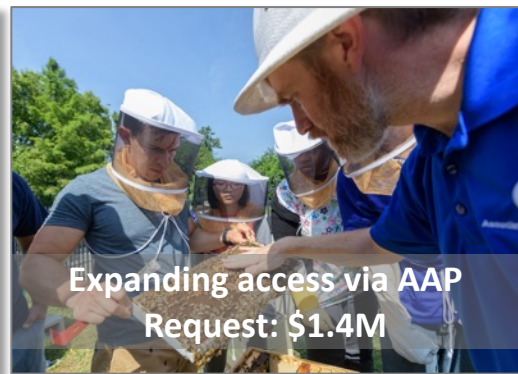
Expense – aligning expenses with revenue, prioritizing personnel investments

Faculty – Aligning hiring plans with anticipated retirements and enrollment planning to meet demand

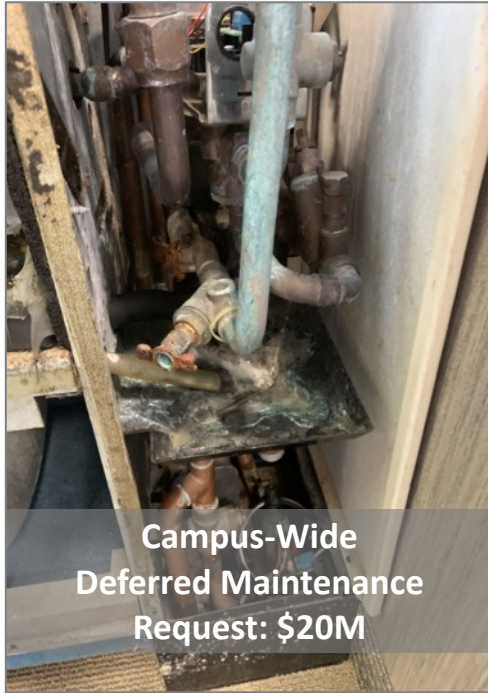
Staff – Creating hiring plans by unit, evaluating reorganization and FTE levels with peer data

Other than Personnel Services – Continuing to set unit budgets at compressed spending levels

State operating request: Providing resources for Delaware



State capital request: Ensuring modern facilities



Delaware First continues to fuel transformative impact

42

Professorships
& Chair Funds

86

Fellowships &
Graduate Funds

438

Undergraduate
Scholarships

170

Program &
Research Funds

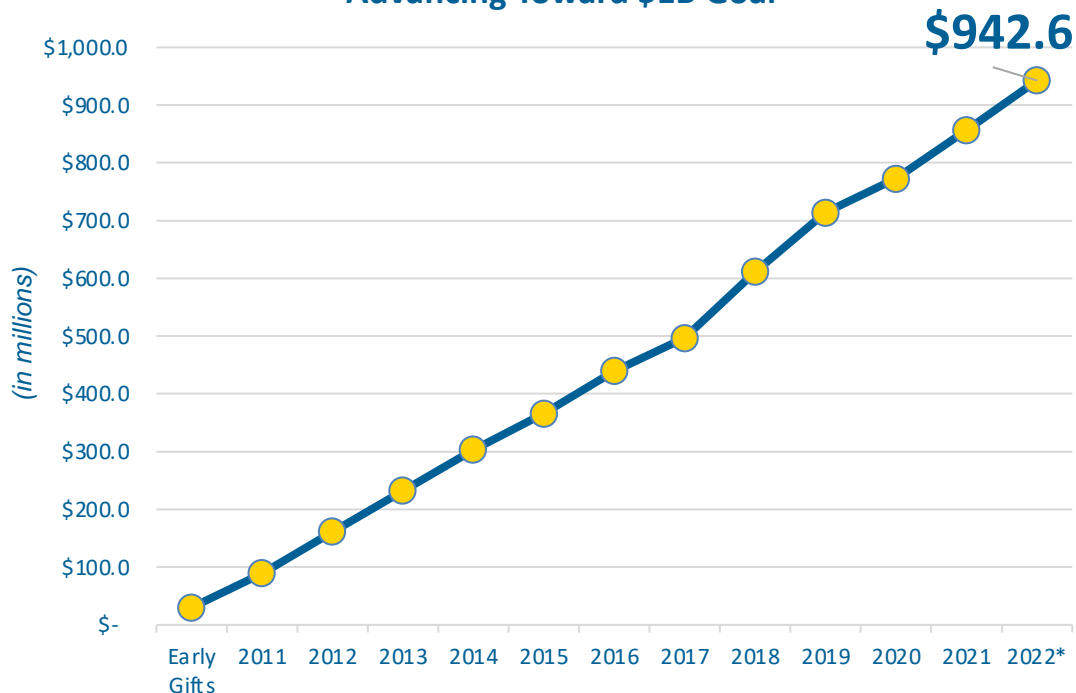
102,104

Donors

12

Capital Projects

Advancing Toward \$1B Goal



*As of April 1

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





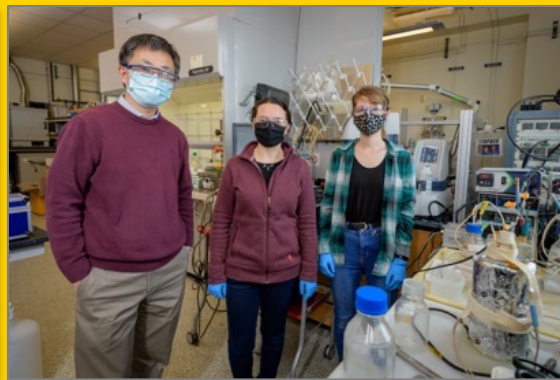
Expanding Interdisciplinary & Global Opportunities





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

Spring 2021 through Winter 2022

- Employee survey, administrative space study
- Hybrid proposals, policy refinement, pilots begin

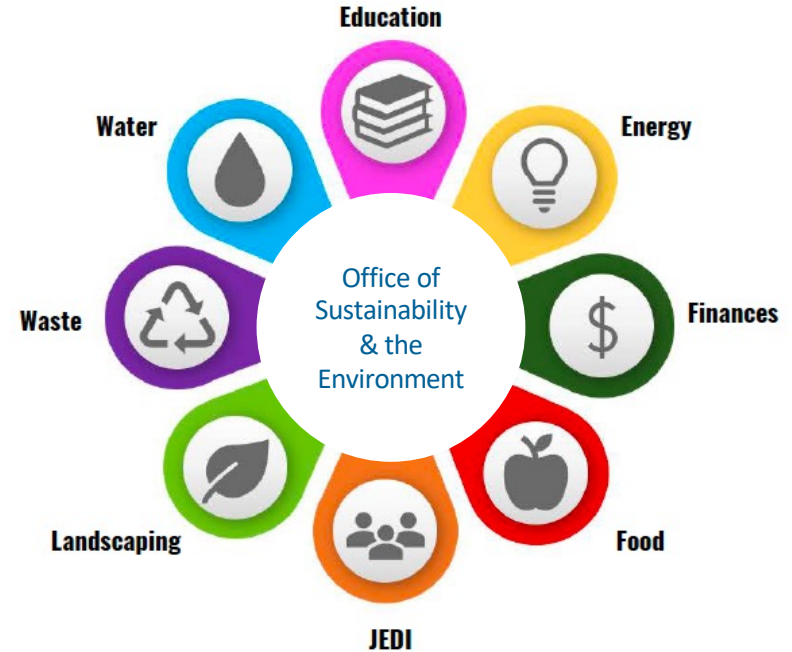
Spring/Summer 2022

- Continue technology upgrades, evaluate additional steps
- Begin planning for student-support options

Becoming more sustainable throughout the institution

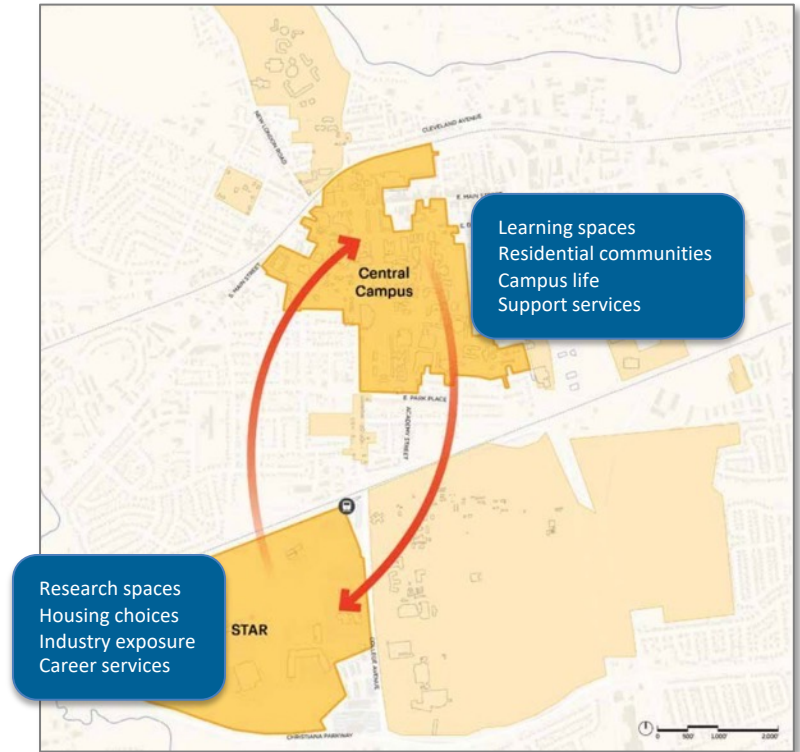
Goals

- 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





CONNECTING OUR PURPOSE

PRESIDENT'S REPORT 2022

udel.edu/president-report

General Faculty Meeting

President Dennis Assanis

April 4, 2022