General Faculty Meeting

President Dennis Assanis

December 4, 2023

UNIVERSITY OF DELAWARE

Our Vibrant Community
of Scholars, Innovators
and World-Changers

EVOLVING ENROLLMENT MANAGEMENT

Rankings recognize UD's excellence and impact

#36 Among public universities, up 2 spots *(USNWR)*

#76 Among nation's best universities overall, up 13 spots from last year *(USNWR)*

Climbing in Best Value, Social Mobility, Best For Veterans, Undergrad Teaching *(USNWR)*

High ranks for undergrad Chemical Eng. (#5), Business, Computer Science, Economics, Engineering, Nursing, Psychology *(USNWR)*

22 Highly ranked graduate programs, incl. Chem. Eng. (#7) and 9 others in top 50 *(USNWR)*

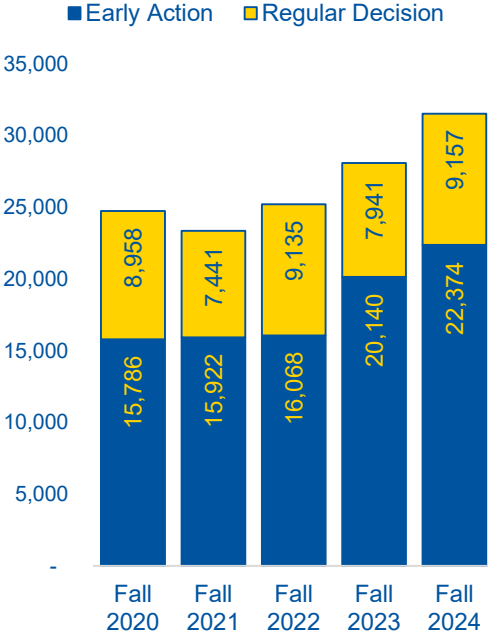**#86** Among top 400 in the nation *(WSJ/College Pulse)*

Listed among Best 389 Colleges, Best Value Colleges, Best Mid-Atlantic, Green Colleges, Top 50 Online MBA Programs *(Princeton Review)*
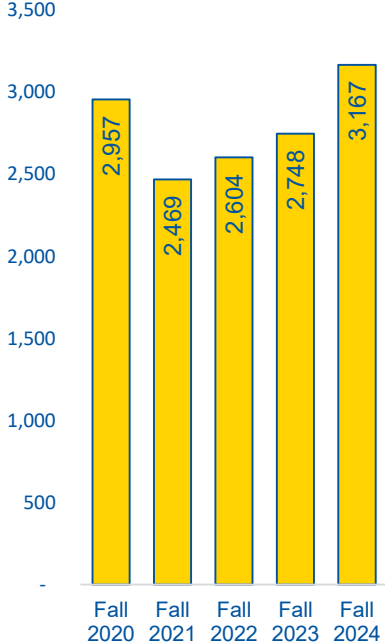
#33 Undergrad Entrepreneurship *(Princeton Review)*

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Undergraduate applications continue record pace

Total Applications

■ Early Action ■ Regular Decision

Fall	Early Action	Regular Decision
Fall 2020	15,786	8,958
Fall 2021	15,922	7,441
Fall 2022	16,068	9,135
Fall 2023	20,140	7,941
Fall 2024	22,374	9,157

Delawareans

Fall	Value
Fall 2020	2,957
Fall 2021	2,469
Fall 2022	2,604
Fall 2023	2,748
Fall 2024	3,167

International

Fall	Value
Fall 2020	422
Fall 2021	429
Fall 2022	489
Fall 2023	766
Fall 2024	721

Domestic Non-White

Fall	Total
Fall 2020	6,272
Fall 2021	5,964
Fall 2022	6,469
Fall 2023	7,477
Fall 2024	9,127

■ Other/Not Specified ■ 2+ Races
■ Hispanic/Latino ■ Black
■ Asian

(All data as of Nov. 30)

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Graduate stipends impact yield

Competitive peers provide higher stipends

Legend: UD, UMD, Temple, Boston U
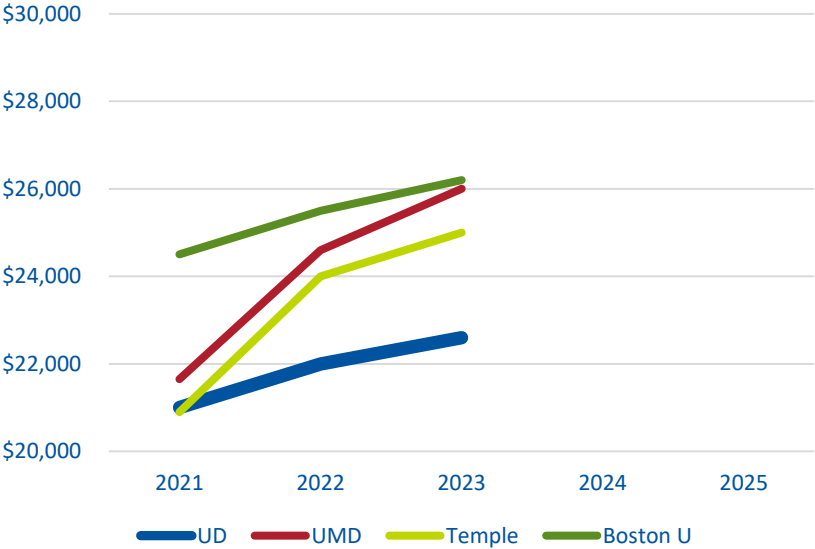
Lower buying power cuts UD's yield rate

Legend: Minimum stipend to CPI ratio, Yield
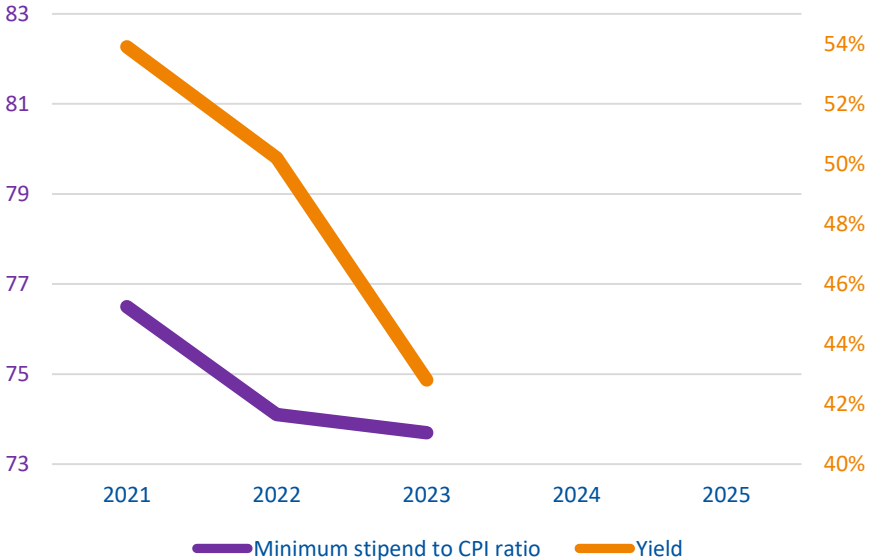
Graduate stipends impact yield

Catching up to UD's competitive peers

Legend:
- UD (solid blue)
- UMD (solid red)
- UMD (proj.) (dashed red)
- Temple (yellow-green)
- Boston U (green)
- Boston U (proj.) (dashed green)
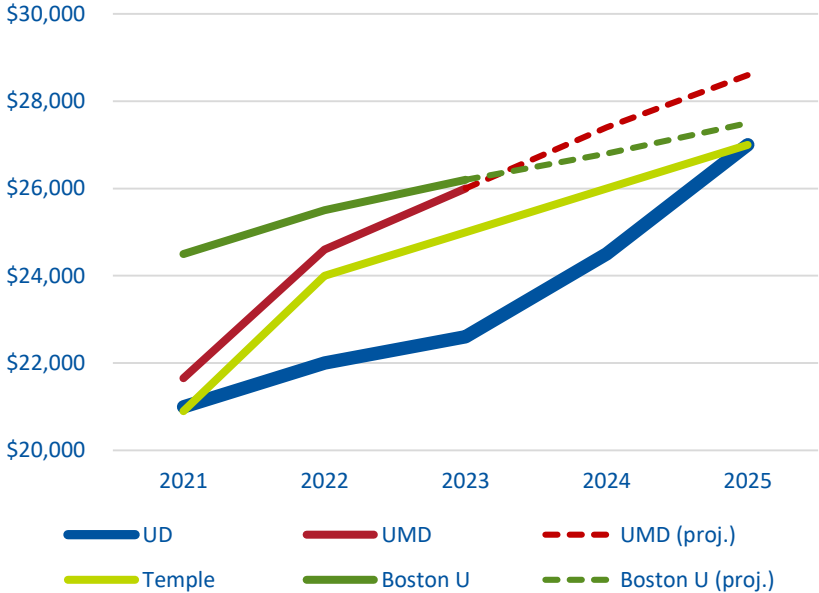
Higher UD stipends restore buying power

Legend:
- Minimum-stipend-to-CPI ratio (purple)
- Minimum-stipend-to-CPI ratio (proj.) (dashed purple)
- Yield (orange)

EXPERIENCES
- Study Abroad
- World Scholars Program
- ISS Support & Success

RECRUITMENT
- Graduate & Undergraduate Enrollment
- Non-Degree & Pipeline Programs

REPUTATION
- Rankings
- Branding & Communications
- Leadership & Expertise

GLOBAL 360°

PARTNERSHIPS
- Agreements & Contracts
- Federal-Funded Programs
- State of Delaware Global Network

ADVANCEMENT
- Global Alumni Networks
- Corporate Engagement
- Philanthropic Giving

SCHOLARSHIP
- Teaching & Learning
- Research
- Visiting Scholars

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CENTER FOR GLOBAL PROGRAMS & SERVICES

Growing our global community and partnerships

- Build relationships in new areas, such as Middle East, Africa, and Central Asia

- Marketing and branding at international education conferences

- Newcastle University (United Kingdom)
  - Institutional strength in STEM education provides opportunities for UD engineering students

Three International Counselor Fly-In events brought 78 high school counselors to UD in 2023.

ENHANCING OUR ACADEMIC EXPERIENCE

Recognizing our outstanding faculty members

Francis Alison Award

Gerard J. Mangone Young Scholars Award

Joseph Fox
Dept. of Chemistry & Biochemistry

Kyle Davis
Dept. of Geography &
Spatial Sciences

Kenneth Shores
School of Education

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UD faculty continue to earn recognition
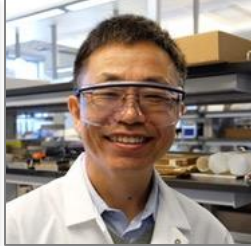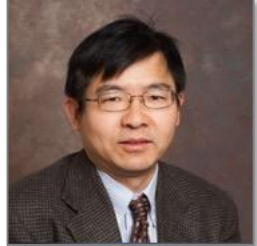
NSF CAREER Awards: Joshua Cashaback, Catherine Fromen, Jing Gao, Laure Kayser, Jodi Hadden Perilla, Nektarios Tsoutsos & Yuping Zeng

Highly Cited Researchers*:
Kelvin Fu, Wendy Smith,
Xiang-Gen Xia & Yushan Yan

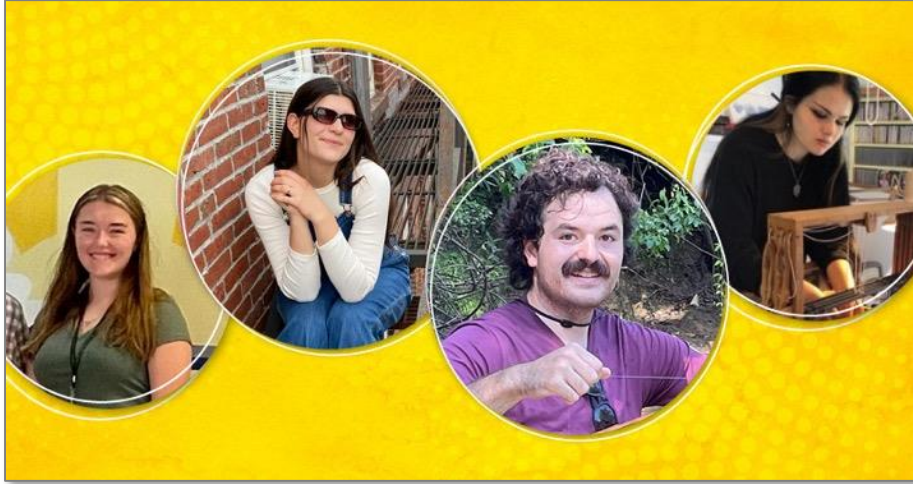*(*Top 1% worldwide in 2023, named by Clarivate)*
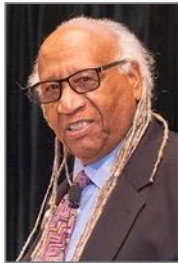
**National Academy of
Sciences**: James Jones

Delaware Women's Hall of Fame:
Bonnie Meszaros & Lynn Snyder-Mackler

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Plastino Scholars pursue unique experiences

Emma Knapp — World Scholar who examined the **Philippines'** history of colonialism and the ways it informs how contemporary Filipinos view themselves.

Clara Cvik — Studied best practices in urban planning in several cities in **Denmark and Sweden**.

Christian Adams — Researched stingless bees and the bee management practices of the Maijuna community in remote northeastern **Peru**.

Hailey Kremenek — Honors student who visited **Ireland, Belgium and France** to better understand why textile art has been relegated to the sidelines, in part due to the concept that it is "women's work."

Impressive accomplishments in every college

CANR	**CAS**	**Lerner**	**CEOE**	**CEHD**
20% growth in grant activity since last year, thanks to 10 new faculty members	Institute for Community Mental Health public clinic opens in Tower at STAR	Graduation of the inaugural class of SWUFE-UD Joint Educational Institute	Thousands visit Lewes campus for the return of Coast Day, the first since 2019	100% placement rate for Teacher Residency program, helping DE schools
COE	**CHS**	**Biden School**	**Honors**	**Graduate**
$119M in research expenditures, up 15% from the previous year	Screenings and primary care by *Health for All*; 6,000+ people in since 2020	Institute for Public Administration marks 50th anniversary of research & service	Endowment has increased 284% since FY19, supporting more top students	Growing support for students with families, incl. parent resources and childcare info

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Honors College serves high-achieving students

Class of 2022 Four-Year Graduation Rate	
All Honors students	89%
URM Honors students	89%
Pell-eligible Honors students	84%

- 270% increase in applications since 2019, now exceeding 17,000 applications for 600 spots!
- Grow Honors enrollment while maintaining the "Honors Way"
  - Introduce an onramp to Honors
  - Increase faculty engagement
- Create the Office of National Fellowships
- Strengthen 3rd- and 4th-year student engagement with a focus on career preparation
- Work on developing community space for UD scholars
- Expand alumni engagement and development activities - name the college!

Harnessing artificial intelligence at UD

AI for Teaching & Learning Working Group
- Help guide UD in development of practices and policies regarding the use of emerging AI tools

Ithaka S+R "Making AI Generative for Higher Education"
- UD part of nationwide project to assess AI effects on teaching, learning and research

AI Center of Excellence
- Research and innovation

AI Seminar Series at Morris Library
- Strengths, limitations, ethics and accessibility of AI
- Implications for teaching, learning and the future of higher education
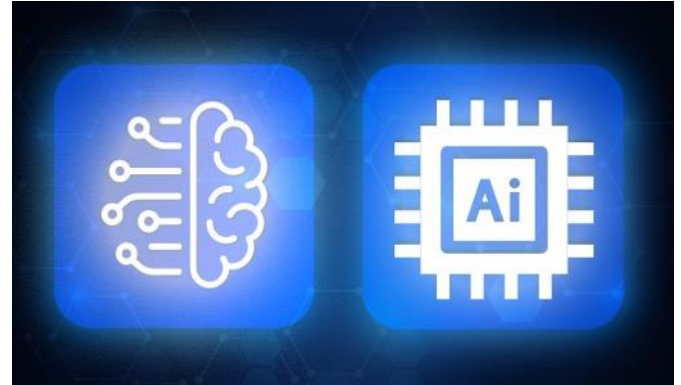
A new graduate certificate in AI through the Dept. of Computer & Information Sciences prepares students to succeed in the emerging field.

Celebrating the arts and humanities at UD

Growing Winter Session to aid student success

Course sections offered

- Winter 2020: 595
- Winter 2021: 717
- Winter 2022: 563
- Winter 2023: 845
- Winter 2024: 869

Students enrolled

Legend: ■ Undergraduate ■ Graduate ■ Professional & Continuing Studies

- Winter 2020: 7,146
- Winter 2021: 10,804
- Winter 2022: 5,788
- Winter 2023: 6,038
- Winter 2024: 6,182
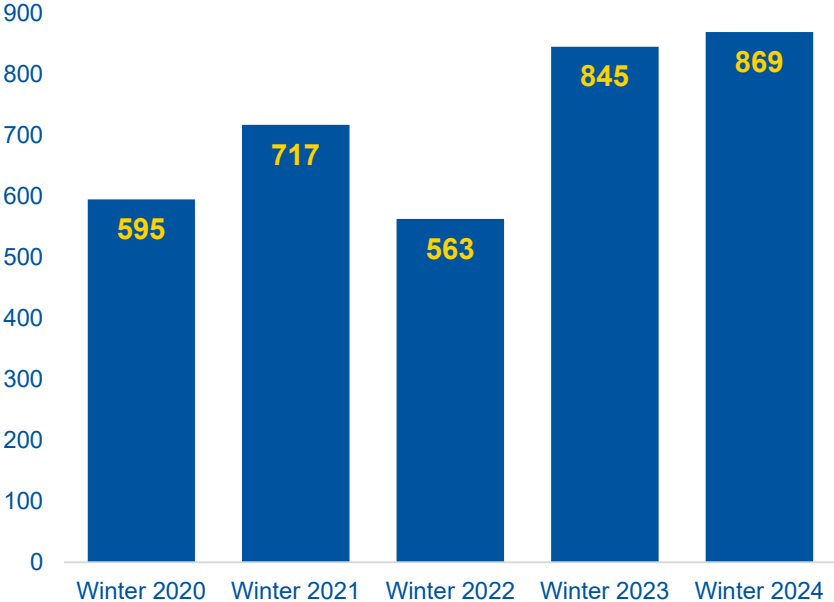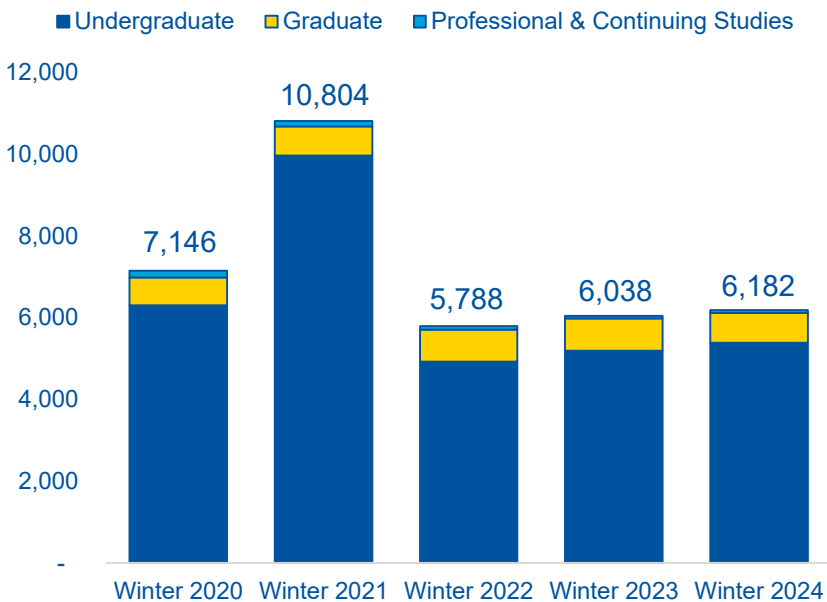
(Data as of Dec. 1. Excludes study abroad)

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ELEVATING RESEARCH FOCUS AND IMPACT

Research continues its reach and impact

$368M Reported R&D in FY22

78th In total research spending, up from 109th

52nd Among public universities, up from 73rd

47th In non-medical research spending, up from 74th

(NSF HERD Data FY22, reported Nov. 2023)

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Tackling the world's toughest challenges

UD's Interdisciplinary Frontier Program

- Advance transformative research and discovery on a contemporary, critical problem or question that is best approached from a **radically interdisciplinary perspective**

- Support **interdisciplinary cohorts** of graduate students and possibly a postdoc working side-by-side with a team of faculty mentors from distinct units

- Prepare graduate students and postdocs to successfully **collaborate across disciplinary boundaries**

- Catalyze successful, new **faculty collaborations** that might not otherwise exist due to institutional barriers

Two projects now funded

Designing microbial biochar technologies for promoting healthy and sustainable rice production

Understanding geographic fear conditioning as a driver of unsustainable land use patterns

Strengthening our entrepreneurship ecosystem

- Technology Transfer Associates (TTAs) in colleges
  - Foster I&E activity
  - Enhance business intelligence and due diligence
  - Enable broader impact from research

- Faculty Senate recently approved a resolution that includes Innovation & Entrepreneurship activities in the P&T guidelines

- UD asked to negotiate with the state of DE using SSBCI funding to set up a $2.5M Fund to invest in UD-affiliated technologies

Metrics	2019-23 average
Disclosures	43
Provisional patents	38
Utility/PCT patents	26
Patents issued	11
License agreements executed	6
Start-ups	3
SBIR/STTR	3
Licensing fees & royalties	$2,285,453

UD to lead workforce development in MACH2

SELECTED REGIONAL CLEAN HYDROGEN HUBS

Mid-Atlantic Clean Hydrogen Hub

- $750M from Energy Department's new Regional Clean Hydrogen Hubs program

- Network of hydrogen producers, consumers, local connective infrastructure for hydrogen deployment, and education and training

  o Creation of 20,000+ jobs in the region

- UD leads higher education component, with Cheyney University, Rowan University and the University of Pennsylvania

ENRICHING OUR STUDENT EXPERIENCE

Expanding and elevating the student experience

Housing Investments & Graduate Student Housing

- Student Experience Master Plan to guide capital investments in housing

- Graduate student housing pilot ease first-year transitional housing; new locations and amenities next year

TimelyCare Mental Health Telehealth Platform

- Greater student access to mental health care

- 1,500+ visits by 449 students

- 38% of appointments outside of business hours of the counseling center

Career Readiness Integration through Canvas

- Updated and enhanced modules for career readiness

- Career Center working with faculty to incorporate career development

Connecting our student community

Activities at the Center for Intercultural Engagement

- Hot Takes Over Hot Plates

- Blue Hen Essentials: Clothing Coop and Food & Supply Pantry

- Late Night Breakfast and Perkins Live Takeover

- Celebrations of heritage months

- Space reservation system

Prioritizing a safe, discrimination-free campus

Title VI of the Civil Rights Act of 1964

- Universities like UD have the legal obligation to provide all students a school environment free from discrimination and harassment
- The foundation of our commitment to a discrimination-free campus starts with our mission and values; those principals flow through to our policies.
- The long-standing non-discrimination and harassment policies, as well as the Student Code of Conduct, provide guidelines for student behavior and interactions.

Proactive engagement and administration

- UD's Office of Institutional Equity promptly investigates any complaints of discrimination and harassment and works with Student Life to provide programming and resources for students and student groups.
- UDPD ensures student safety and investigates any threats to students or complaints of harassment.
    - Partnerships
    - Safety initiatives and technology
    - Event support
    - Proactive steps
- The entire leadership team remains vigilant in light of recent world events and continues to review and update relevant policies.

Balancing First Amendment Free Speech Rights & Academic Freedom

- Speech can feel bad, offensive, or distasteful but still be permitted under the first amendment. Leadership continues to engage with the campus community to promote respect and civil discourse.
- It is important that all students feel safe in the classroom. While the concepts of free speech and academic freedom can overlap, academic freedom is different than free speech rights. Academic freedom is intended to be broad, but it has limitations.
- Faculty have academic freedom in the classroom, but the the ideas discussed or presented during class, especially those around controversial topics, need to be relevant to the subject a faculty member is teaching. This is where academic freedom differs from free speech. Free speech allows for irrelevance.

PSAC advances ideas for greater civil discourse

How do we build a campus culture grounded in civil discourse and civic engagement?

Classrooms and academic programs
- Incorporate civil discourse module in every First Year Seminar
- Integrate civil discourse/reflective structured dialogue into upper-level courses to build on FYS

Campus experience
- Require civil discourse training for all RSO executive board members
- Create digital civil discourse community engagement activity

Residential life
- Design spaces that naturally encourages civil discourse and engagement
- Create a Resident Assistant position focused on civil discourse

Graduate student experience
- Create a six-week civil discourse module designed and facilitated by graduate students for graduate students and fund those who participate

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NEW ERA FOR DELAWARE ATHLETICS

Advancing Athletics to a higher tier of competition

- UD athletics rank improved from 260/8 to 107/1 (overall/CAA) over the past seven years

- Joining Conference USA in 2025 means a more competitive level for athletics and FBS football

- Conference realignment fees to be covered by fundraising contributions

- No additional university funds spent on athletics

- Anticipating increased revenue and potential for reducing institutional subsidy on athletics

- No additional missed class time for most teams; academic support for student-athletes when traveling (currently student athletes GPA is at an all-time high of 3.3)

- Adding women's ice hockey as a varsity sport with College Hockey America in 2025

ESPN

◉CBS SPORTS

Increased visibility for the entire university!

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INVESTING IN OUR FUTURE

Strategically investing in UD's intellectual capital

75+ faculty hires underway for FY25 start

Process

- Use department metric snapshots
- Link to F&A and enrollment growth
- Embed in multi-year plan
- Factor in retirements, classroom capacity, research growth areas

Sample interdisciplinary themes: Fintech (COE and Lerner), Building X, Biopharmaceuticals, Delaware Biotechnology Institute …

Sample growth areas: AI, Epidemiology, Nursing …

Snapshot of success: *New hires in Mechanical Engineering in the past 4-5 years led to a 40% increase in research expenditures over the last year alone to more than $9M.*

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Implementing recommendations from COACHE

Climate
- Inaugural Faculty Senate Award Ceremony and Reception in September
- UD ADVANCE will pilot workshops on implicit bias in faculty evaluation and promotion

Coaching
- Formal mentoring of early career faculty available through departments
- Revisions to the Faculty Handbook are being developed regarding formal peer review
- Leadership training enhanced to create greater opportunities and promote inclusiveness

Collaboration
- Fall Chairs' Workshop focused on development of equity-minded workloads
- Faculty Affairs will be working with departments in defining and rewarding faculty service, as well as equitable workload policies and teaching expectations.

Shared governance in chair appointment process

- The President, Provost, Dean, Faculty each play important roles in the process of selecting Department Chairs and School Directors

- President and Provost endorse the idea of deans engaging in meaningful consultation with departments in determining whether to conduct a national/international or internal search

- Dimensions to consider:
  - Trajectory and goals of the department and whether an external perspective would be valuable
  - Cohort of internal candidates who are interested and qualified
  - National/international searches are open to internal candidates without prejudgment
    - Departments can learn from outside perspectives, regardless of final choice
    - Internal candidates are vetted alongside external, adding to their credibility if chosen

- Search committees should submit to the Dean lists of candidates deemed acceptable by majority votes of departmental faculty members, with reasons for preferring some candidates over others

- Ultimately, the President has the authority, delegated by the trustees, to appoint or replace Chairs/Directors of Academic Departments and Schools, upon the recommendation of the appropriate Dean and the Provost

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Identifying new leaders for key positions

Dean, College of Agriculture & Natural Resources	Final selection process
Vice President for Research, Scholarship & Innovation	Campus visits scheduled for December
Dean, College of Arts & Sciences	Identifying candidates
Dean, College of Engineering	Search advisory committee formed

Diversifying UD's supplier and vendor network

$38.4M spent with diverse suppliers in FY23
- Up 84% since FY19

Events
- March 2023 — Supplier Diversity Training and Education Conference
  - ~200 attendees from throughout the region
  - 45 exhibitors
  - 14 classes offered
- March 2024 — Supplier Diversity Education and Training Conference
- May 2024 — Alumni Supplier Diversity event (tentative)
- November 2024 — Veteran's Supplier Diversity Outreach event

Investing in great places to learn and work

Drake Lab
Addition opened in Spring 2023

FinTech Innovation Hub
Opened October 2023

Spencer Lab
Design Studio renovation official opening in September 2024

Building X
Opening Fall 2024

Strong financial profile:
S&P affirms UD's AA+ rating, stable outlook

Enterprise Profile — Extremely Strong

- Market position and demand — *"UD enjoys good demand, stable enrollment and solid student quality."*

- Fundraising — *"UD has generated significant momentum with its fundraising."*

- Management & governance — *"Overall, we view the management team as a strength. … The faculty has increased as part of UD's efforts to expand its graduate and research presence. The university has robust enterprise risk management that identifies, assesses, mitigates, and monitors risks, which we view favorably."*

Financial Profile — Very Strong

- Financial performance — Limited reliance on state appropriations, majority of revenue from tuition (57%), followed by grants (21%) and state appropriations (10%). *"The tuition discount rate has increased somewhat over the past few years but is still comparable with that of related peer institutions at 32.5% (all in rate for UG, grad, other tuition and fees."*

- Financial resources — *"Levels [are] healthy and in line with those of peers … endowment return of 5.4% is in line with peer institutions."*

Continuing to manage sector and UD challenges

Enrollment Management

- Fall 2023 estimated net tuition revenue up by $14.7M from Fall 2022, but $5.4M lower than budgeted
    - Although we met UG entering class targets, early projections indicate we are exceeding financial aid budget, and have a 1% drop in student retention from FY23

Compensation pressures

- Personnel costs are coming in at amounts greater than budgeted
    - Retention and market compensation pressures — new hires coming in at higher rates, triggering reclassifications and increases to ensure competitive compensation
    - State healthcare benefits costs rose 10% over last year with greater increases projected annually over the next 3-4 years
    - Changes in retirement eligibility ("Rule of 75") further increase costs
    - Compensation increases negotiated with unions greater than budgeted amounts

Ongoing non-salary inflationary pressure for operating and capital

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Strategies moving forward — FY24 and beyond

Enrollment Management
- Multi-year enrollment plan development — system approach for international, transfers, res/non-res, grad
- Grow external support of scholarship (state, philanthropy) while continuing to manage institutionally funded discount rate

Compensation pressures
- Align personnel costs with budget
  - Staff — Limit new hires to critical areas, e.g., safety and compliance; re-evaluate reclassification program to align with merit strategy
  - Faculty — Multi-year faculty hiring plan development to align with enrollment and research strategy
  - Continue to evaluate benefits programs options in partnership with the state

Ongoing non-salary inflationary pressure for operating and capital
- Align capital project schedule with projected reduced available resources
  - Complete projects in pipeline (e.g., Building X)
  - Continue to match state funding of deferred maintenance
  - Prioritize externally funded projects

Thank you, faculty!

University of Delaware