

Board of Trustees Semiannual Meeting

President Dennis Assanis

May 13, 2025



Reflecting on Our Progress, Driving Our Vision Forward



Inaugural celebrations draw UD together



What's Next?

- *How do we take the rich legacy of discovery, progress and people forward?*
- *How can we impact a new generation?*
- *How can we ensure that our University not only endures, but thrives for centuries to come?*



ARETÉ , αρετή

The constant drive for virtue and excellence

Captures our shared aspirations, defines our shared goals and shapes our ability to meet the next great challenges of our future.

Envisioning five pillars of excellence



- *Expanding student access and success*
- *Building an environment of inclusive excellence*
- *Expanding interdisciplinary and global opportunities*
- *Redefining creativity, innovation and entrepreneurship*
- *Reimagining intellectual and physical capital for a sustainable and boundless campus*



Enhancing Student Success

A journey of enlightenment and academic excellence

Expanding access, affordability and success



40,929
Undergraduate applications
Fall 2025
+55% over 2016

5,341
Graduate students enrolled
Fall 2024
+19% over 2016

First State Promise
Launched in 2021 —
 $\frac{1}{3}$ Delawareans
study for free

4,002
Undergrad Pell recipients
Fall 2024
+62% over 2016

3,176
First-generation students
23% increase since 2016

97%
of UD graduates employed or continuing their education six months after graduation

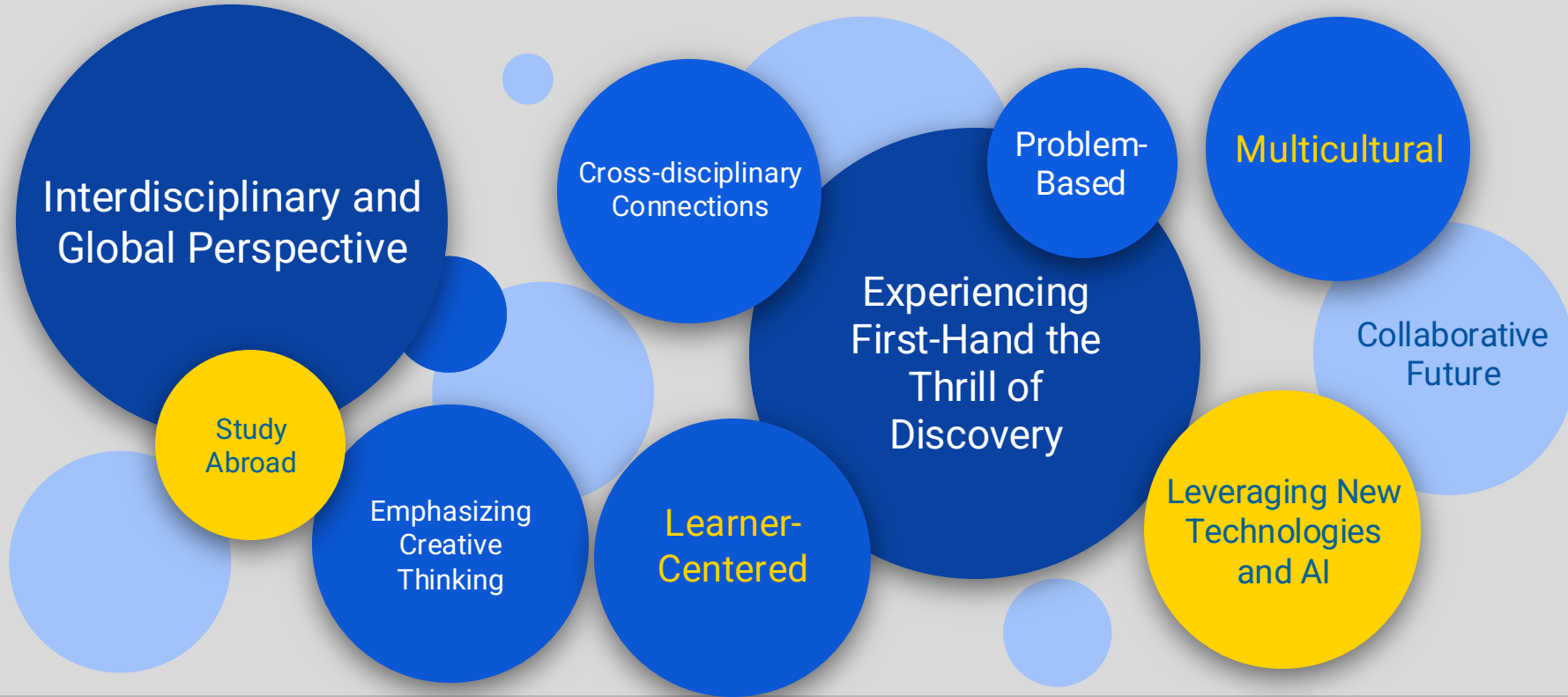
3,949
Underrepresented minority students
35% increase since 2016

New programs advance student access and success



- Spectrum Scholars
- Early College Credit Program
- Expand Associate degree pathways through the addition of new specialized tracks and facilities

Enhancing our academic curriculum



Advancing innovation and entrepreneurship

- Built the top University-based youth entrepreneurship program, serving more than 5,000 students from more than 70 countries and 34 states each year.
- Expanded general education I&E course offerings and certificates, which will engage almost 1 in every 10 UD undergraduates this year, including students from more than 100 majors and all UD colleges.
- Built programs to provide training, mentorship, connections, and several millions of dollars of grant and prize award funding to dozens of student, postdoc, and faculty led ventures.
- In the process of creating a school of innovation and entrepreneurship with a transformational gift.



Celebrating UD's leadership in study abroad



1 in 3 students study abroad each year; UD named a Top Producer of Fulbright Scholars (2024)

Expanding our World Scholars program

Three new first-year sites added



American College of Greece



University of Auckland, New Zealand



Newcastle University, England

Outstanding students earn prestigious recognition





Enhancing Student Life and Athletics

Creating a more supportive student experience



Center for Intercultural
Engagement



Student Wellbeing Center



President's Student Advisory
Council

Launching our esports program



Supporting Blue Hen student-athletes



Student-athletes succeed in competition & in class



- 22 straight semesters of a 3.0 GPA or higher, including highest ever in fall 2024 with 3.4 GPA
- 94.5% graduation rate for student-athletes in the class of 2024
- 95% of student-athletes employed or pursuing further education from the Class of 2023
- Launched the BLUE program
- 1 national championship (field hockey 2016)
- 29 team conference championships (regular season and conference tournament)
- 47 individual conference titles (swimming & diving, cross country/track & field)

Stepping up to CUSA and FBS

Also playing UConn,
Buffalo, JMU, Colorado,
Wake Forest,
Vanderbilt, Indiana, Pitt,
Maryland!





Expanding Academic Excellence

Investing in our outstanding faculty



576

Faculty hired
and retained
since 2016

44%

Current faculty
hired and
retained since
2016



#1

Rank among
research
universities in
partner-hiring
practices

Biden School of Public Policy & Administration



2017 — Launch of the Biden Institute

2018 — Renamed the Joseph R. Biden, Jr. School of Public Policy and Administration

2021 — Biden School is made an independent academic unit; initial launch of the Stavros Niarchos Foundation (SNF) Ithaca Initiative

2025 — The school's academic ranking has moved 18 spots, from #45 in 2016 to #27 in 2025, in the overall Public Affairs category for graduate schools in the *U.S. News & World Report* rankings

Since 2016 — Doubled research and public service expenditures; raised \$55M for programs and Biden Hall; 3 faculty named to the prestigious National Academy of Public Administration



College of Agriculture & Natural Resources



Vet School entrance success 2x the national average



\$38M Worrlow Hall renovation



Leading the battle on avian influenza



25% growth in undergraduate enrollment



UDairy Creamery — Over 500 students learn by doing



College of Arts & Sciences



Biological Sciences has improved 50 spots in their *U.S. News* rankings of graduate programs, as have a majority of CAS departments.

- Numerous departments have increased their percentile ranks in research and scholarly productivity, including:
 - Political Science & International Relations (up 60)
 - Anthropology (up 29)
 - Women's & Gender Studies (up 19)
 - Theater & Dance (up 19)
 - Sociology & Criminal Justice (up 16)
- Research expenditures have increased by 50%, leveraging new facilities such as Center for Biomedical and Brain Imaging and development of the Tower and Ammon Pinizzotto at STAR Campus.
- CAS now retaining students from first to second year at 91.7%.

College of Earth, Ocean & Environment

- Enrollment up 14% - Research Expenditures up 25%
- Started new professional M.S. programs in Environmental Science and Management
- Launched interdisciplinary Sustainability Graduate Certificate (with COE, CAS, CANR)
- Launched UD's Climate Change Science and Policy Hub
- Obtained several federal earmarks for workforce development in: Offshore wind, Blue Economy, Oyster Aquaculture
- Launched Delaware Sea Grant Oyster Hatchery
- Conducted research projects in all oceans and on all continents, including Antarctica



College of Education & Human Development

- **Consistent Top-tier Rankings**
Graduate and online education programs ranked in top 10–13% nationally, top 6% online
- **Significant Increases in Federal Research Funding**
Secured over \$27M in 2024 for research in early childhood, special and STEM education
- **Strengthened Teacher and School Leader Pipelines**
Launched new associate degree, Teachers of Tomorrow and Teacher Residency programs to create accessible pathways to teaching opportunities
- **Impactful Community Engagement**
Made statewide impact through key centers for education, outreach and research, including Children's Campus, CDS, DIEEC and others
- **Enhanced Scholarly Leadership and Curriculum**
Hired 37 faculty members since 2019, adding leadership and instruction in education and social policy, evaluation and measurement, human development and family sciences, school psychology and special education
- **Developed new Masters in Social Work Program**
Graduate program prepares students to address critical community social problems and well-being challenges.



College of Engineering



- Increased faculty body from 142 to 182 (up 28%).
- Doubled research expenditures to more than \$126M, including multiple interdisciplinary centers on clean hydrogen, engineering-driven health, bio-materials, plastics, composites, sustainability, and resilience.
- Significantly raised national profile, with *U.S. News* rankings moving from #56 to #37 (up 19 spots).
- Established new academic programs in AI, robotics, cybersecurity, and quantum science.
- Established a dual-degree pathway with Delaware State University.
- Opened the COE Living Learning Community, improved first-to-second-year retention to 92.7% , increased graduate student enrollment by 21%.
- Joined the World Scholars Program at Newcastle University.

College of Health Sciences

- **Increased Services to the Community & New Graduate Programing (2016)** — Speech-Language-Hearing Clinic and Speech-Language Pathology Program (part of the newly formed Department of Communication Sciences and Disorders)
- **Innovative Spaces & New Graduate Program (2018)** — The Tower at STAR opened, expanding lab, clinic, and academic space; Epidemiology program launched (earning department status in 2025)
- **Rapid, Holistic, Collaborative Response to COVID-19 (2020)** — CHS and UD HR partner on public COVID vaccine clinics; CHS nurses collaborate with local hospitals during the pandemic
- **Physical Therapy back at #1, Medical and Molecular Diagnostics (in its 75th year) has grown undergraduate enrollment by 50%, Kinesiology doctoral program ranked #7; Nursing jumped 38 spots to #74; Health Behavior & Nutrition Sciences established two new doctoral programs**



Lerner College of Business & Economics

- Graduates' placement is 95%, with \$70K starting salary
- Lerner programs are highly ranked
 - #20 Online MBA (*U.S. News*)
 - #52 Best Undergraduate Business Schools (*Poets & Quants*)
 - #27 Top 50 Best Undergrad Programs for Entrepreneurs (*Princeton Review*)
- Historic \$71.5M Siegfried gift to fund new Siegfried Hall
- Opening of Fintech Innovation Hub fosters growth and collaboration of Fintech research and programs
- SWUFE-UD graduated its first cohort (~170 students) in 2024



Honors College

- Became a college in 2020
- Quadrupled applications
- 4-year graduation rate reaches 88%
- Created the Office of National Fellowships and became a Fulbright Top Producer
- Ranked #21 in the nation



Graduate College



Since the creation of the Graduate College in 2019...

- Seven interdisciplinary graduate programs are thriving in the Graduate College with over 150 students enrolled
- UD has been awarded multiple graduate training grants with the support of the Graduate College
- UD prepares our students for successful careers with multiple professional development opportunities
- Over 100 faculty have participated in our research mentor training programs
- UD has helped create a stronger, more resilient graduate community
- Applications to our graduate programs have grown by nearly 60% in five years
- Our programs have steadily climbed in the rankings, on average 3 positions per ranked program over the last 5 years.

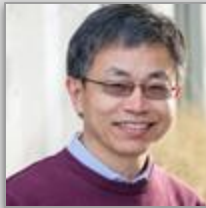


Recognizing the excellence of UD faculty

National Academy of Education



National Academy of Engineering



National Council on the Humanities



National Academy of Public Administration



National Academy of Inventors



National Academy of Sciences



Cochran Scholars advance inclusive excellence



Tiffany Gill



Pascha Bueno-Hansen



Tanisha Ford



Dominique Baker



Monica Coleman



Kofi Britwum



Derrick Spires



Katherine Poggensee
(starting fall 2025)



Recognizing UD's best with the Alison Award

2016



2017



2018



2019



2020



2021



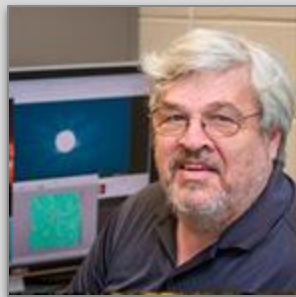
2022



2023



2024



2025



Serving the needs of our state and nation



Dennis Assanis

President's Council of
Advisors on Science &
Technology



Mike Bowman

White House
Advisory Committee
for Trade Policy and
Negotiations



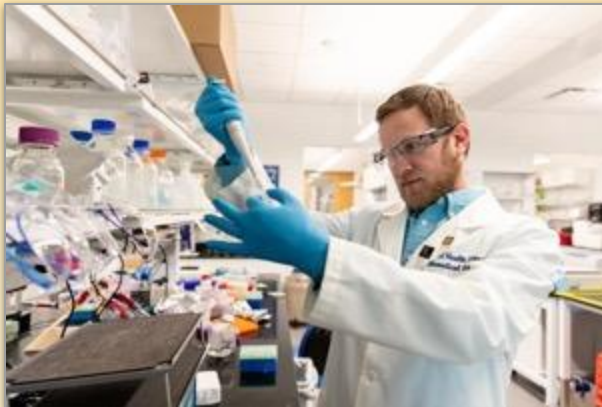
Rita Landgraf

Former Del.
Secretary of Health
and Social Services



Cathy McLaughlin

Chair, AmeriCorps Board of
Directors



Advancing Research Impact

Research centers and institutes created since 2016

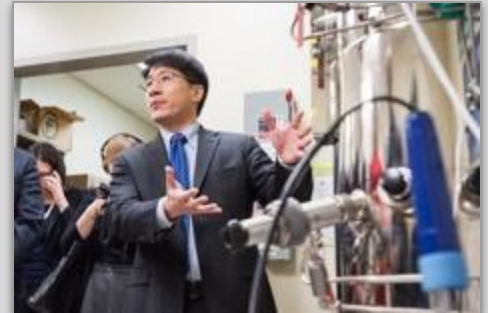


CENTER FOR AUTONOMOUS AND ROBOTIC SYSTEMS (CARS)

INSTITUTE FOR ENGINEERING DRIVEN HEALTH



National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL)



NIIMBL's impact extends far beyond campus

NIIMBL



Commerce Secretary Penny Pritzker

8 years
200+ organizations
160+ innovation projects
\$10m from Gates Fdn for global health
Viewed as a National Security asset



NIST



UD research tackles world's toughest challenges



\$465.7M

**Total research expenditures
FY24**

(+164% over FY 2016)

#28

among public institutions

Up from #59

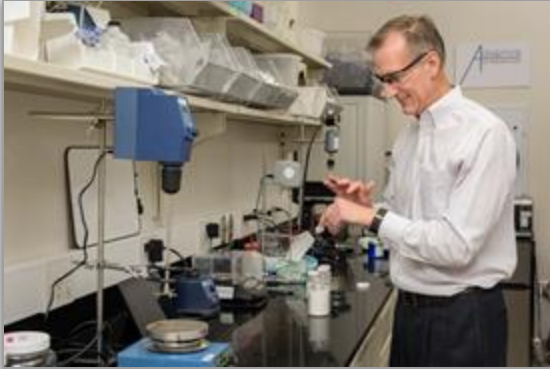
#45

in non-medical school R&D

Up from #84

Higher Education Research and Development survey

Strengthening Delaware's innovation ecosystem



2016 — DTP@STAR

2017 — Delaware Innovation Space Inc.

2023 — Life sciences facility at DTP

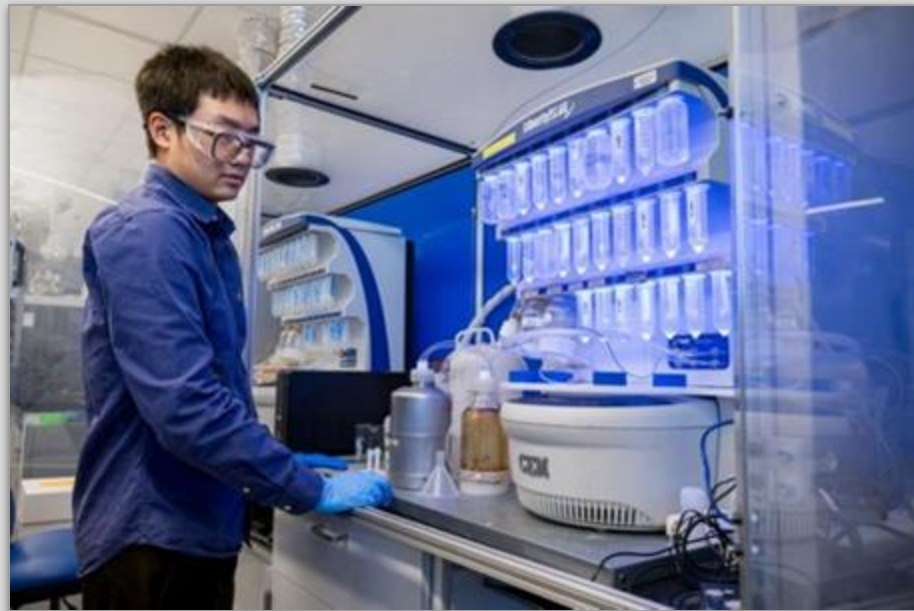


2024 — FinTech Innovation Hub

Life Sciences



Advanced Materials



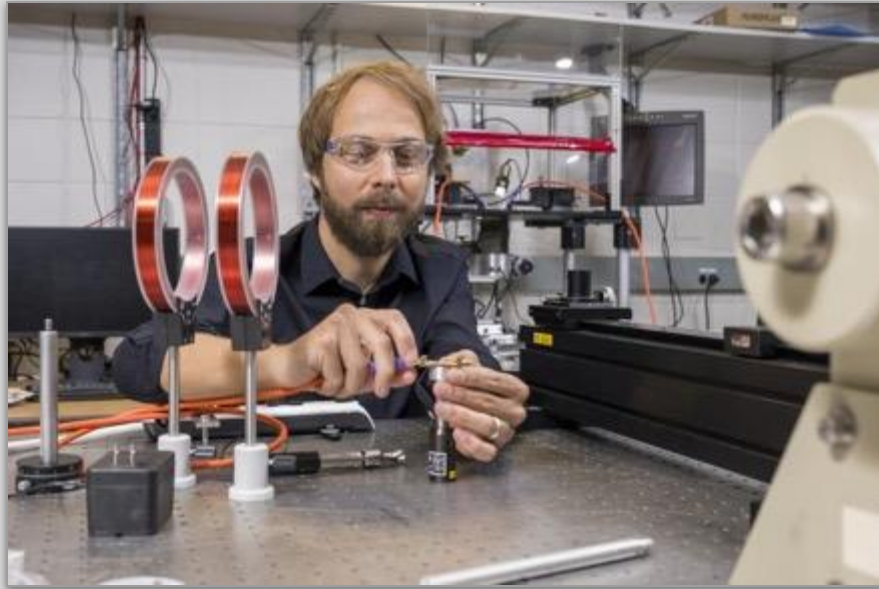
Clean Energy



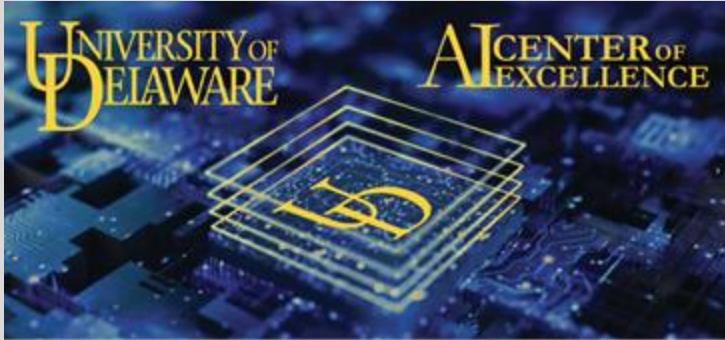
Environmental Sciences and Sustainability



Data Sciences



Human-Centered AI



CURRENT PROJECTS

- Coastal Science — Urban and coastal flood modeling and sub-model for settling for settling velocities of cohesive sediment
- Social Science — Multi-Model Topic Models of Foreign Policy Speech Texts and Photographs
- FinTech — Enhancing financial wellness and health
- UD Athletics — Machine Learning to augment baseball pitcher performance



The center's seed funding program aimed to provide support to various AI projects at UD through funds, Research Software Engineer support, or undergraduate researcher support.

PROPOSALS RECEIVED:

30

SEED FUNDED PROJECTS:

12

TOTAL AMOUNT AWARDED FROM AICOE:

\$117,632

IMPACT:

EXTERNAL FUNDING AWARDED TO SEED FUNDED PROJECTS:

\$6.1 Million

AND OVER \$28.6 MILLION IN PROPOSALS UNDER REVIEW BY EXTERNAL FUNDERS!

Humanities and Social Sciences





Strengthening the Arts and Humanities

Elevating the School of Music



Choral Scholars gain prominence on a global stage

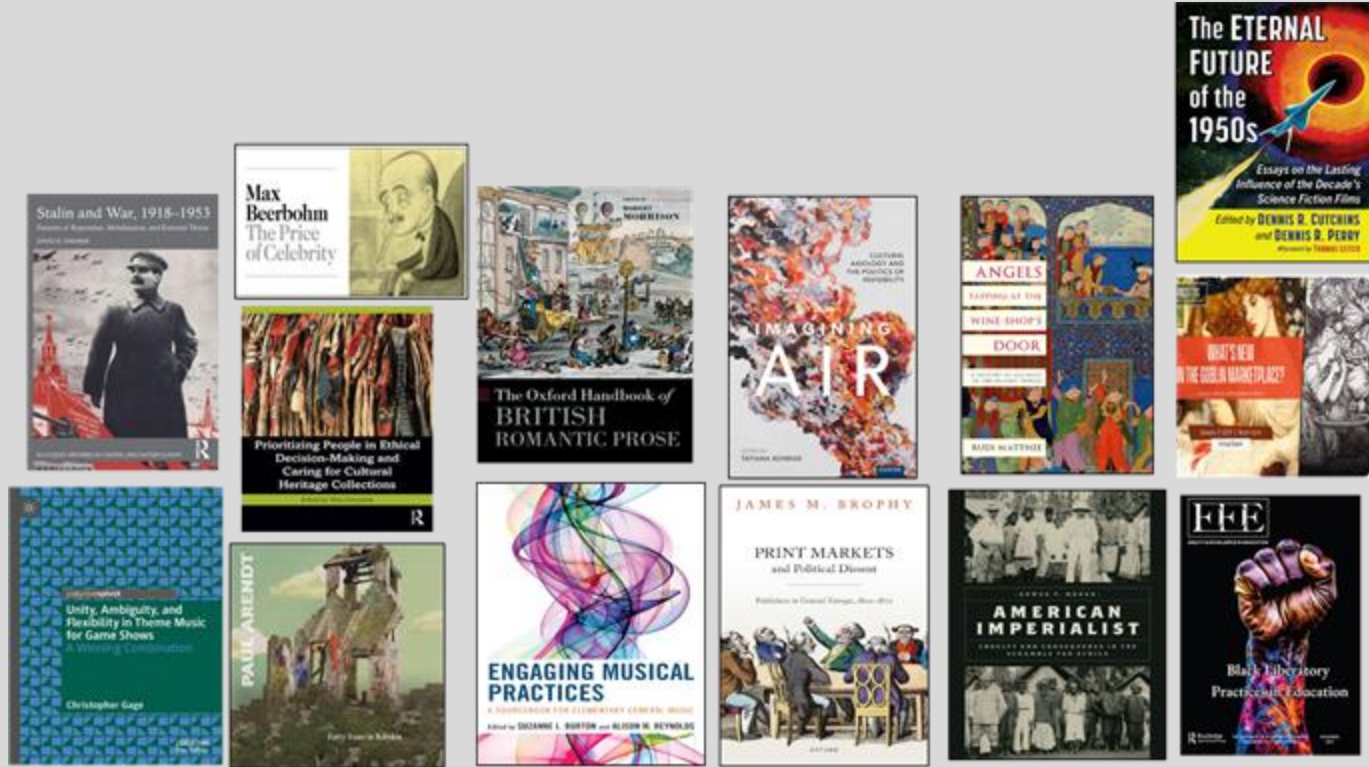
Delaware Chorale
Scholars **ranked #1**
in the world by
INTERKULTUR
following 2024
World Choir Games
stellar performance



UD continues to lead the Art Conservation world



Supporting faculty scholarship in a range of topics



Supporting events and programs with F&A



Promoting a Community Engaged University



- Created the Community Engagement Initiative in 2016
- Launched:
 - Partnership for Healthy Communities
 - Partnership for Public Education
 - Partnership for Arts and Cultures
 - Wilmington Partnership



Evolving Our Campus

STAR Campus: An emerging community



2016

STAR Campus: An emerging community



Now

The Tower at STAR



Ammon Pinizzotto Biopharmaceutical Innovation Center



Chemours Discovery Hub



FinTech Innovation Hub



And coming soon ...



Buccini Pollin residential community



Securing American Biomanufacturing Research & Education (SABRE) Center

Bringing new things to life around The Green



Bringing new life to storied buildings





Inspiring Record-Breaking Philanthropy

Launching the historic *Delaware First* campaign



Generous Blue Hens spark new philanthropic push



Philanthropy fuels UD's vision for the future



Philanthropy fuels UD's vision for the future





Leading Calmly & Compassionately Through Crisis

Fostering a culture of civility and respect



Protecting the flock, leading UD students to success



Prioritizing a safe, discrimination-free campus



- Working closely with leaders of religious and cultural groups on and off campus
- Ensuring safe and peaceful campus events
- Developing relevant programming and educational opportunities
- Upholding the principle and practice of free speech for all
- Advancing civil discourse and respectful dialogue

Upholding academic freedom and free speech

the review

Guest Editorial: A great university upholds great principles

A few weeks ago, legendary First Amendment attorney Floyd Abrams spoke to a packed Gore Recital Hall about the truly unique nature of American free speech. He cited many relevant examples from today's headlines: the presidential campaign, political protests, journalism, social media and more. However divisive or outrageous some speech might be, Abrams said, America is "exceptional" for its willingness to pay a steep price — namely, the potential to be deeply offended — to maintain free speech.

At the University of Delaware, we embrace this same principle of free speech. A great university is an open marketplace of ideas, where students can — and should — encounter the often-conflicting opinions and perspectives of peers, professors and diverse thinkers from all ages and cultures. This is how we learn, grow and gain a clear understanding of the world and our place in it.

This is Free Speech Week, an annual celebration of this principle promoted by The Media Institute, a nonprofit research foundation. It follows last month's Banned Books Week, which was organized by the



University President Dennis Assanis

Oct. 18, 2016

the review

Opinion: Upholding the principle — and practice — of free speech at UD

Free speech is a bedrock principle of democracy, essential to the ongoing public conversation that drives our nation's system of self-governance. It gives us all the opportunity to express our ideas, question our leaders and advocate for the changes we would like to see in the world.

Here at the University of Delaware, each has the responsibility to foster an atmosphere that promotes the free exchange of ideas and opinions. Everyone has the right to benefit from this atmosphere. And this requires us to be willing and able to grapple with facts and ideas with which we disagree, that challenge our worldview or that make us uncomfortable, or even at times angry.

The start of a new academic year is an opportune time to reaffirm our commitment to free speech, and October gives us two weeks that highlight and celebrate this important topic. Banned Books Week is Oct. 1-7, when we can promote the importance of reading and stand up to attempts at censorship. And Oct. 16-22 is Free Speech Week to raise awareness of the critical value of free speech and a free press in our democracy.

So, if the principle of free speech is so important, why do we need high profile annual events to remind and encourage us? Frankly, it is because the practice of free speech, especially when it conflicts with or challenges our other core values, can be extraordinarily difficult.

Throughout our University's history, multiple scenarios that present such challenge — from controversial speakers to unwanted community groups staging



Stand Up for Science, March 2025

Oct. 4, 2023



Building on Our Strengths

Rankings continue to recognize UD strengths



#1

**Physical Therapy
Program**

*U.S. News & World
Report
2025*

#27

Ranking for
undergraduate
entrepreneurship
program in U.S.
*Princeton Review
2025*

24

**Graduate
programs ranked
in top 100**

*U.S. News & World
Report
2025*

**UD ranked
among nation's
Best Colleges for
Future Leaders**

*TIME Magazine
2024*

#26

**Ranking among
Top Colleges
in the U.S.**

*Wall Street Journal
2025*

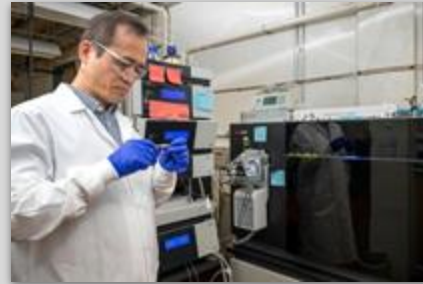
**Named among
top 1.6% of
universities
worldwide**

*Center for World
University Rankings
2024*

Outstanding Programs

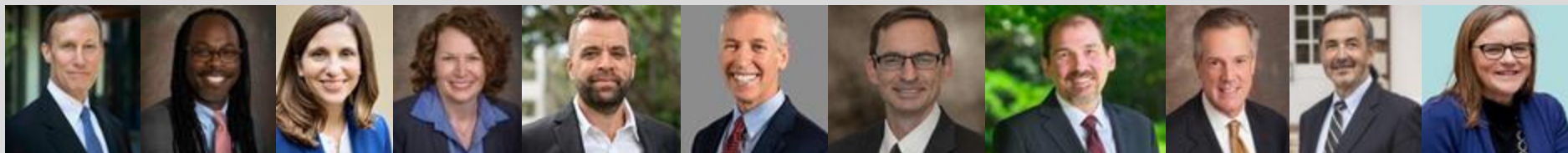


Inspiring Places



Dedicated People





Thanks to our state and federal leadership



Thanks to the Board of Trustees



Thanks to Eleni



What's next for Dennis and Eleni?



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President Dennis Assanis

May 13, 2025

