Celebrating the Class of 2024

6,233 graduates

- Associate in Arts — 222
- Bachelor’s — 4,287
- Honors Bachelor’s — 417
- Master’s — 1,239
- Doctoral — 400
- Grad Certificates — 85
- Undergrad Certificates — 57
Honoring excellence at Commencement

Donald Sparks
- Founding Director, Delaware Environmental Institute
- Honorary Doctor of Science

Tamika Montgomery-Reeves
- Circuit Judge, U.S. Court of Appeals
- Former Assoc. Justice, Del. Supreme Court
- Honorary Doctor of Laws

KR Sridhar
- CEO, Bloom Energy
- Honorary Doctor of Science

Joe Flacco
- Guest Speaker
- UD Class of 2008
- NFL Quarterback
- Superbowl MVP
- Honorary Doctor of Humane Letters

Commencement — 9:30 a.m., May 25, Delaware Stadium

*Note: Honorary degree nominees pending Board of Trustee approval May 14, 2024.

udel.edu/commencement
Our students are receiving outstanding honors
Student-athletes represent UD excellence

Volleyball team wins CAA Championship

**CAA Individual Champions**

- **Women’s Swimming**
  - Lauren Hartel (500 Freestyle)
  - Victoria Novinskiy (200 Butterfly)
  - Mania Tasakou (200 Breast)
  - 800 Freestyle Relay Team
  - 400 Freestyle Relay Team

- **Men’s Swimming**
  - Toni Sabev (200 Breast)
  - Kayolan Levterov (200 Freestyle, 200 Backstroke)
  - 200 Medley Relay Team
  - 400 Medley Relay Team

Spirit teams — Cheer wins 6th straight national title; Dance wins 3rd straight national title

**Women’s Golf** team wins CAA Championship – 3rd time in program history
- Lilia Henkel won the CAA individual title

20 consecutive semesters student-athletes post average 3.0 GPA or better (3.27 fall 2023)

302 Tour - June 6-8
Second annual statewide tour to promote
- Student-athlete education
- Community engagement
- Business partnerships
Student advisors work toward UD-wide goals

President’s Student Advisory Council

- 13 undergrads, 4 graduate students — Including the presidents of SGA and GSG
- Provide insights and feedback on important student-centered topics
- Develop workable recommendations to address students’ concerns
- Deep dives into artificial intelligence and civil discourse

Upholding our principles to protect free expression while preserving safety
Recognizing the Alison Professor and Mangone Young Scholars

**Alison Professor**

Bill Matthaeus  
Dept. of Physics & Astronomy

**Mangone Scholars**

Kyle Davis  
Dept. of Geography & Spatial Sciences

Kenneth Shores  
School of Education
2023-24 Faculty Achievements

Fulbright Recipients

Saleem Ali, geography & spatial sciences
Jonathan Cohen, marine science and policy
Stephanie Raible, social innovation & entrepreneurship
Sonia Robles, Latin American studies
Abhyudai Singh, electrical, computer & biomedical engineering
Jovan Tatar, civil & environmental engineering
Rachel Vause, art history

National Academy of Inventors

Joseph Fox, chemistry, biochemistry

AAUP Award

Deni Galileo, neurobiology

AAAS Fellows

Rodrigo Vargas, ecosystem ecology, environmental change
Deborah Allen, (ret.) biological sciences

One of 14 at UD since 2012
<table>
<thead>
<tr>
<th>College</th>
<th>Accomplishment</th>
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<tbody>
<tr>
<td>CANR</td>
<td>UD veterinary school applicants admitted at 89% - twice the national average</td>
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<tr>
<td>CAS</td>
<td>Introduction of math placement exam for first-year students reduces DFWL rate by 57%</td>
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<tr>
<td>Lerner</td>
<td>Diversity Council earns Inspiring Programs in Business Award</td>
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<tr>
<td>CEOE</td>
<td>Cristina Archer launched Delaware’s first offshore wind training program</td>
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<tr>
<td>CEHD</td>
<td>USNWR ranked CEHD graduate education programs in top 13% in U.S.</td>
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<tr>
<td>COE</td>
<td>UD hosts National Academy of Engineers Clean Hydrogen Symposium</td>
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<tr>
<td>CHS</td>
<td>FY23 research expenditures were $19.6M; 44% increase in active awards</td>
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<tr>
<td>Biden</td>
<td>Nina David &amp; Jeremy Firestone win grants to look at impacts of wind development</td>
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<tr>
<td>Honors</td>
<td>11 students selected for 23-24 Fulbright awards; UD was named a Top Producer</td>
</tr>
<tr>
<td>Graduate</td>
<td>U.S. News &amp; World Report ranks 11 UD grad programs among best in country</td>
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UD ranks among the best schools in the country

Sustainability — #33 in the U.S. and #240 globally of 1400 institutions (up nearly 200 spots from 2023) – QS World University Rankings

Fulbright Awards — UD recognized as one of State Department’s Fulbright Top Producing Institutions in 2023

Undergraduate Entrepreneurship Program — #31 national ranking, #3 in Mid-Atlantic region by The Princeton Review, 2024

Graduate Education — 11 programs ranked among top in nation in 2025 U.S. News and World Report Best Graduate Schools

R&D Activities — #47, in the top 8% nationally and up 27 spots from previous year, for non-medical R&D out of 626 institutions by the NSF Higher Education Research and Development Survey
Research shows breadth and depth of scholars

**Tingyi Gu** – materials to create reliable, less energy-intensive forms of computer memory

**Jackie Silverman** – studying psychology behind “streaks” and their effect on business

**Bennett Maruca** – CubeSat research satellites for 2026 NASA launch

**Michele Lobo** – designing and testing tool to detect developmental delays in babies

**Xiao Fang and Ming Zhao** – studying bias in AI chatbots

**Roderick Carey** – study on how Black and Latinx boys view future after high school
Delaware Innovation Space – Impact of UD Startups, 2017 - 2024

- **27** UD Affiliated Startups Supported*
- **>275+** UD Affiliated Startup Jobs Supported
- **>$680M** Funding Raised by UD Affiliated Startups

- **14** UD Grads Leading IS Startups
- **>10** IS Startups with Recent UD Hires
- **3** UD Grads on IS Team
- **+6** UD Interns on IS Team
Honoring distinguished visitors to campus

Dr. Nicki Fox
Associate Administrator, NASA Science Mission Directorate

Dr. Anthony Fauci
Former Chief Medical Advisor to President Biden
Higher education environment is challenging ...

Penn State Cuts Over $100M From Budget to Address Financial Challenges
The University Park colleges, administrative and student support, and Commonwealth campuses all face cuts in the fiscal year 2026 budget to compensate for financial difficulty and to create a roadmap for long-term university sustainability.

3 More Major Universities Reveal Plans For Budget Cuts

Distress Soars at Small US Colleges as Enrollment Declines
- Schools have broken covenants, struck deals with bondholders
- Fitch sees consolidation persisting ‘in 2024 and beyond’

A primer on Temple’s operating budget
As enrollment challenges continue to impact universities and colleges across the Northeast, Temple University is working to ensure that the university remains on a sustainable path moving forward.

The U. of Connecticut Could Be the Next Public Flagship to Face Big Cuts

More Colleges, Universities Announce Budget Cuts Amid Financial Woes

A Look Back at College Closures and Mergers
More than a dozen colleges announced closures this year. Most struggled with enrollment issues that only accelerated after the coronavirus pandemic.
 UD has stable enrollment and strong demand

Undergraduate enrollment
(Fall, Full- & Part-Time, Newark Campus)

39,600+
Undergraduate applications for Fall 2024, a record and a 50% increase since Fall 2016
COVID continues to have impact on budget

![Bar chart showing operating revenue and expenses from FY2017 to FY2024.]

(Note: Figures available at udel.edu/about/facts-figures/financial-profile/)

*Projected
Working together to chart our path forward

Sustain the excellence of our top-ranked education, world-renowned research, dedicated service, and unparalleled campus experiences that define UD
Undergrad applications remain strong, diverse

Undergraduate Applications by Residency

Non-White Undergraduate Applications*

*Figures for American Indian or Alaskan Native and Native Hawaiian or Other Pacific Islander are present but too small to be visible.
UD and others contend with flawed FAFSA rollout

**Typical sequence**

- **Oct.** FAFSA opens
- **Nov.** FAFSA data sent to UD
- **Dec.** Aid packages sent to UD
- **Jan.** Aid packages sent to students
- **Feb.** May 1 deposit deadline
- **March** FAFSA data sent to UD; significant errors identified
- **April** Aid packages sent to students
- **May** Deposit deadline extended to May 15

**But still on track**

Deposits compared to last year, one week from deadline:
- April 23, 2023 — 3,317
- May 9, 2024 — 3,356
- As of May 14, 2024 — 3,688

**Delays and errors this year**
Graduate apps & yield show growing interest in UD

Applications

~3,400 Master’s
Up 73% since 2020

~3,900 Doctoral
Up 67% since 2020

Yield (Acceptances/Offers)

Since 2023:
Master’s up 4 percentage points
Doctoral up 6 percentage points

(All data as of April 30)
Projecting FY25 budget revenues

- Net undergraduate tuition projected to increase due to
  - 4% increase in tuition rate
  - Careful management of the internal tuition discount rate
  - Slight increase in entering class, growth in transfer students
  - But uncertain effects of FAFSA on net tuition and size of class

- Net graduate revenue projected to increase due to growth in master’s programs, external support of doctoral students
- Continue growth in research following the current trajectory
- State allocations, operating and capital not finalized till July 1; currently funds for deferred maintenance $10M less than in FY24
- Endowment income increasing, but operating gifts uncertain
Projecting FY25 budget expenditures

- Compensation projected to increase due to
  - Cost of living/structural and merit increases for all faculty and staff
  - Benefits increase of $36M, of which $24M in healthcare alone
    - (27% increase over FY24; cumulative increase of $33M over two years)
  - Fair Labor Standards Act (FLSA)
- 83 faculty hires authorized – historically assume 80% yield = ~66 new faculty
  - As of 5/14/24, 45 offers have been accepted, 9 declined, remainder in process, with uncertainty in projecting final number, compensation and start-up expenses.
- Non-salary expenditures challenged by continued, but slowing inflation
Planning strategically for budget resilience

- **Transparency of budget to unit levels** to empower decision and discretion at the local level, enabling incentives and trade-offs to best fulfill mission

- **Exploration of health insurance plan options** for UD employees and retirees, rather than continuing with the state of Delaware plan
  - UD-AAUP Benefits and Cost Containment Committee

- **Ensure budget discipline** through proactive consultation and collaboration across all levels to create sustainable solutions for the future
Pursuing avenues for improving efficiency

**CANR:** Streamlining approval and management of certain capital projects.

**CAS:** Gradually eliminating leases in some of the college’s 60 buildings across campus and beyond.

**Lerner:** Revising graduate assistantships in professional master’s programs to create internal employment market.

**CEOE:** Bolstering advising for freshmen & sophomores and centralizing support for paying master's to increase enrollment and free up faculty time.

**CEHD:** Streamlining the process and costs of student field instruction.

**COE:** Enhancing collaboration to streamline the workflow of hiring and facilities improvement.

**CHS:** Centralizing positions across clinics, including patient check-in and scheduling.

**Biden:** Reviewing undergrad/master’s student mix to align faculty and staff resources around focused areas.

**Honors:** Using shared services for HR, IT and other functions as appropriate.

**Graduate:** Automating degree audits in Stellic, reducing hundreds of staff hours spent doing the work manually.
Realizing opportunities for revenue growth

**CANR:** Reinvigorating the Associate in Science degree and create connected degrees with DelTech.

**CAS:** Expanding Institute for Community Mental Health to increase access to care and support creation of master’s program for educating mental health therapists in Delaware.

**Lerner:** Developing the Graduate Certificate of Generative AI in Business.

**CEOE:** Launching new 4+1 in Marine Science.

**CEHD:** Increasing marketing for the Evaluation Sciences master’s to yield increased enrollment.

**COE:** Launching at least one new professional master’s program per department to fill industry workforce need, extend UD’s impact and include off-campus programs.

**CHS:** Launching adult learner-focused graduate programs, including Epidemiology Certificate and MSN in Nursing Education.

**Biden:** Transitioning to an Urban Analytics and Policy Program, combining historic strengths in urban affairs and public policy with modern data analytics techniques.

**Honors:** Considering implementing a differential charge, growing transfers and offering Honors courses in summer and winter sessions.

**Graduate:** Offer proposal-writing workshops for graduate students seeking prestigious fellowships from the NSF, NIH, DoD, private foundations and other organizations and agencies.
UD continues to be well positioned for strong future

University of Delaware Rises in Research Rankings
Article by Tracey Bryant | Photo illustration by David Barczak | Photos by Evan Krape and Kathy F. Atkinson | December 04, 2023
UD leaps forward in NSF HERD Survey

UD Leaps in Sustainability Rankings
Article by UDaily Staff | Photo by Kathy F. Atkinson | January 15, 2024
UD ranks 33 in the U.S. and 240 globally in QS World University Rankings: Sustainability

Interest in UD Increasing
Article by Adam Shutz | Photo by Kathy F. Atkinson | August 30, 2023
Applications to UD broke last year’s record and applicant test scores and GPA also rose

UD Recognized for First-Gen Student Success
Article by Jessica Downey | Photo by Evang Krape | November 07, 2023
University selected as a First Scholars Network member by the Center for First-Generation Student Success

Record-Breaking Delaware First Campaign Concludes
Photo illustration by Jessica Collins | August 30, 2023
More than 113,000 donors gave more than $1 billion to support the University

An online graduate program at UD just ranked among nation's top-20: Education roundup
ENVISION. EXPLORE. ENGAGE.

PRESIDENT'S REPORT 2024

udel.edu/president-report
Board of Trustees Meeting

President Dennis Assanis
May 14, 2024