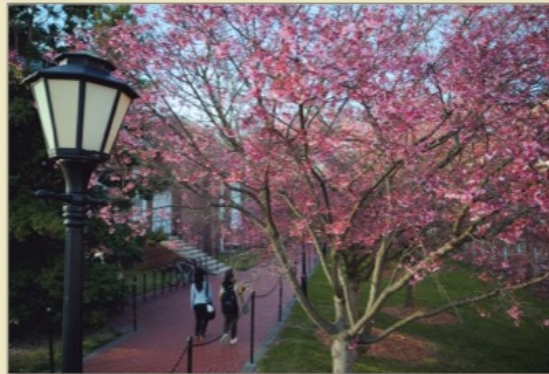


# Board of Trustees Meeting

President Dennis Assanis

May 14, 2024



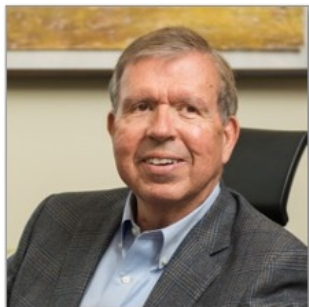
# Celebrating the Class of 2024



## 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



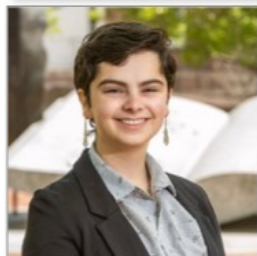
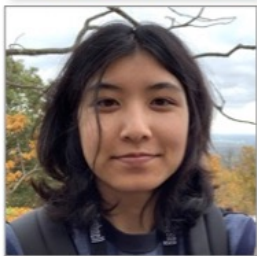
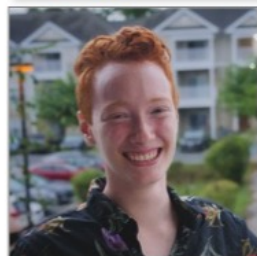
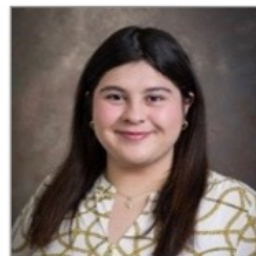
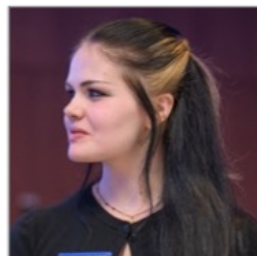
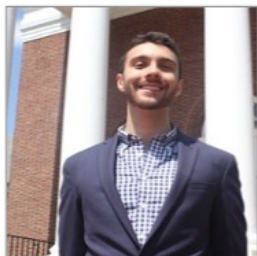
## Joe Flacco

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

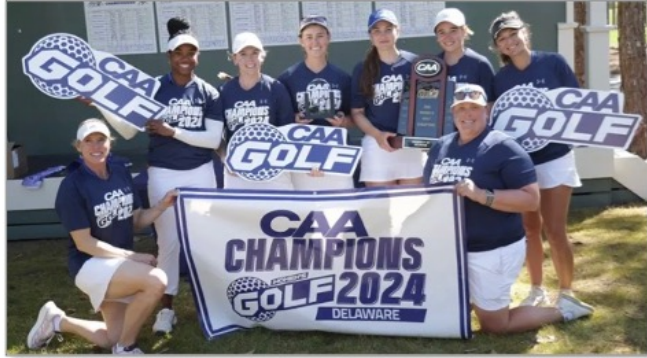
**Commencement — 9:30 a.m., May 25, Delaware Stadium**

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

# Our students are receiving outstanding honors



# Student-athletes represent UD excellence



**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)

**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 6<sup>th</sup> straight national title; **Dance** wins 3<sup>rd</sup> straight national title



**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*



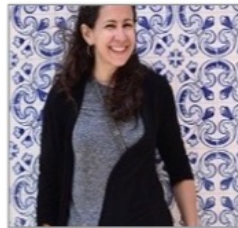
**Saleem Ali**,  
geography &  
spatial sciences



**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

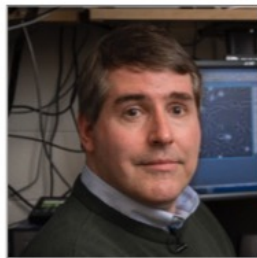
## *National Academy of Inventors*



**Joseph Fox**  
chemistry, biochemistry

One of  
14 at UD  
since  
2012

## *AAUP Award*



**Deni Galileo**  
neurobiology

## *AAAS Fellows*



**Rodrigo Vargas**, ecosystem  
ecology, environmental change



**Deborah Allen, (ret.)**  
biological sciences

# Impressive accomplishments in every college

## CANR

UD veterinary school applicants admitted at 89% - twice the national average

## CAS

Introduction of math placement exam for first-year students reduces DFWL rate by 57%

## Lerner

Diversity Council earns Inspiring Programs in Business Award

## CEOE

Cristina Archer launched Delaware's first offshore wind training program

## CEHD

USNWR ranked CEHD graduate education programs in top 13% in U.S.

## COE

UD hosts National Academy of Engineers Clean Hydrogen Symposium

## CHS

FY23 research expenditures were \$19.6M; 44% increase in active awards

## Biden

Nina David & Jeremy Firestone win grants to look at impacts of wind development

## Honors

11 students selected for 23-24 Fulbright awards; UD was named a Top Producer

## Graduate

*U.S. News & World Report* ranks 11 UD grad programs among best in country

# 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*

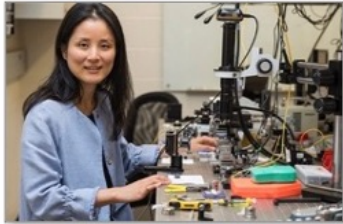
**Fulbright Awards** — UD recognized as one of State Department's Fulbright Top Producing Institutions in 2023

**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.

## 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

FORBES > LEADERSHIP > EDUCATION

## 3 More Major Universities Reveal Plans For Budget Cuts

Markets

## 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'

FORBES > LEADERSHIP > EDUCATION

## More Colleges, Universities Announce Budget Cuts Amid Financial Woes

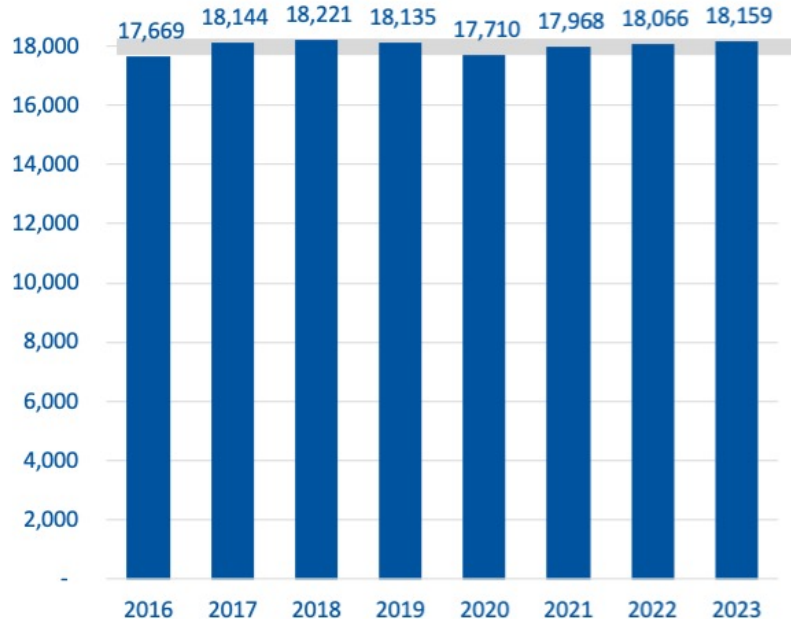
## A Look Back at College Closures and Mergers

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)

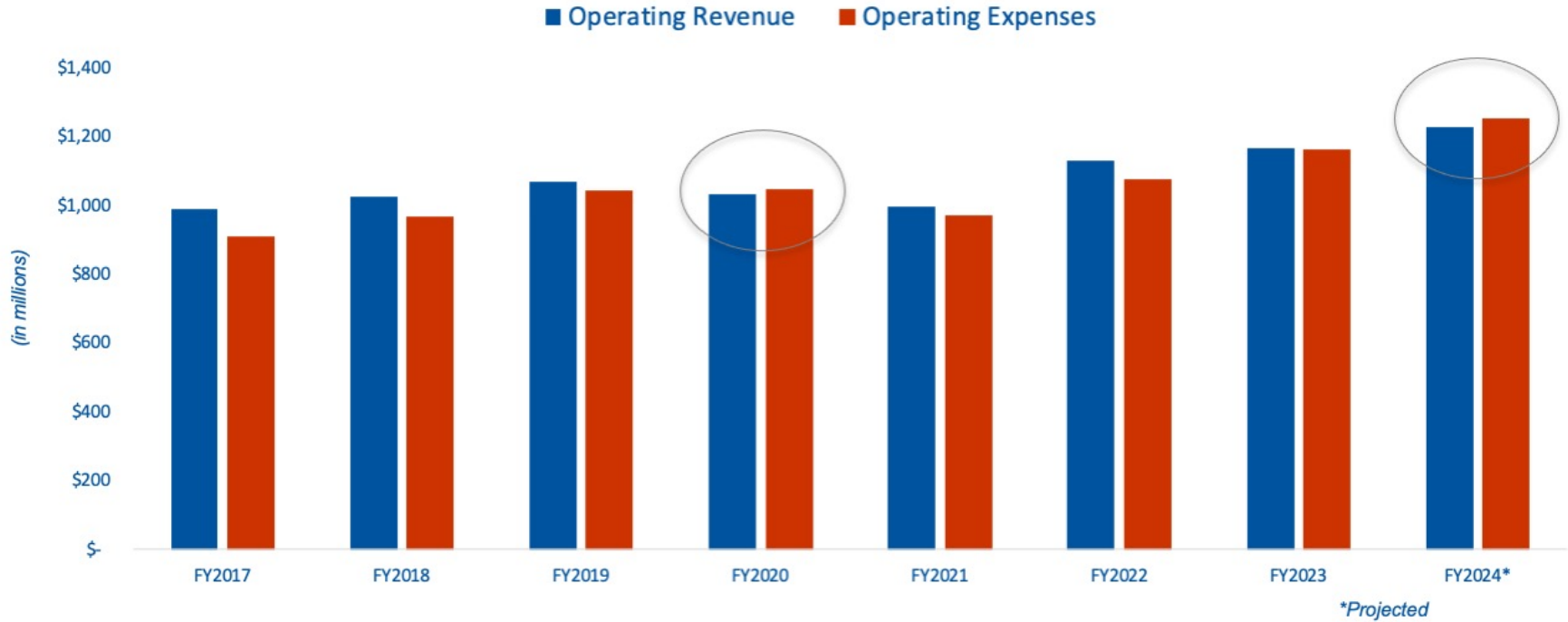


# 39,600+

Undergraduate  
applications for Fall 2024,  
a record and a **50%**  
increase since Fall 2016

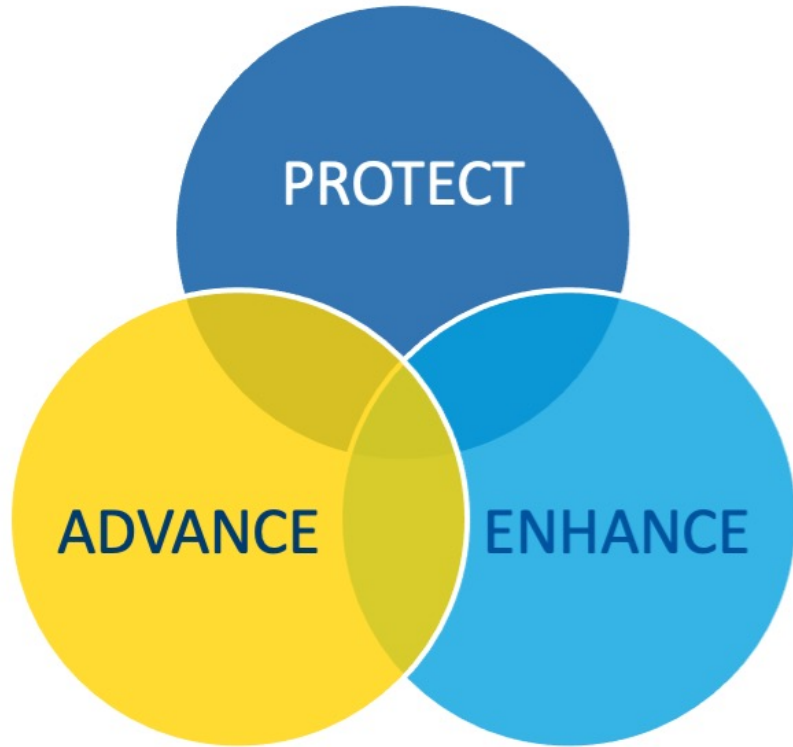


# COVID continues to have impact on budget



(NOTE: Figures available at [udel.edu/about/facts-figures/financial-profile/](http://udel.edu/about/facts-figures/financial-profile/))

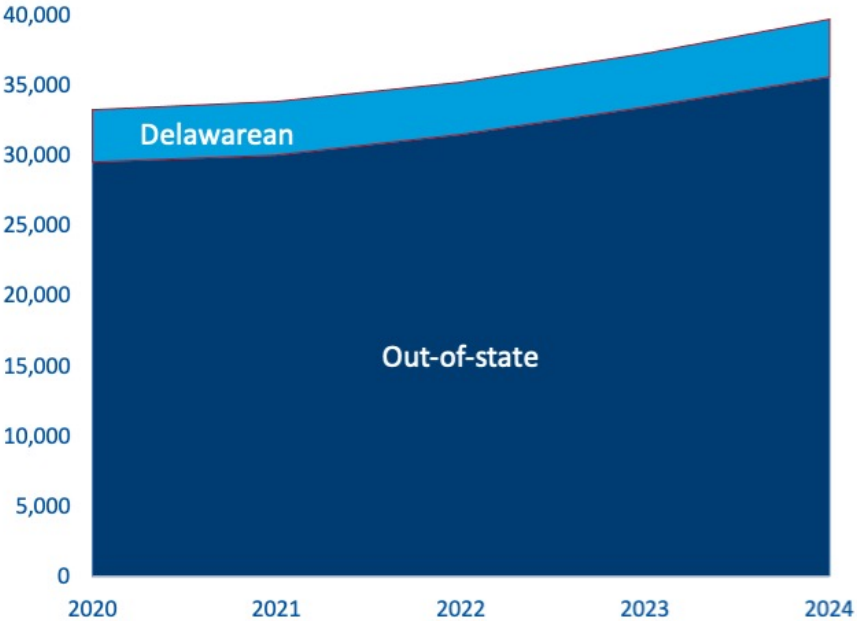
# Working together to chart our path forward



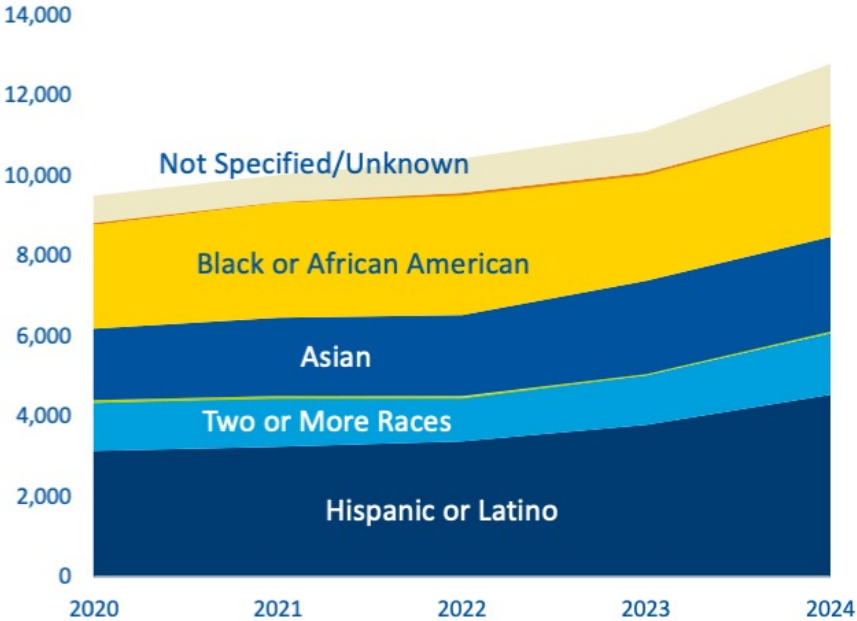
Sustain the excellence of our top-ranked education, world-renowned research, dedicated service, and unparalleled campus experiences that define UD

# Undergrad applications remain strong, diverse

### Undergraduate Applications by Residency



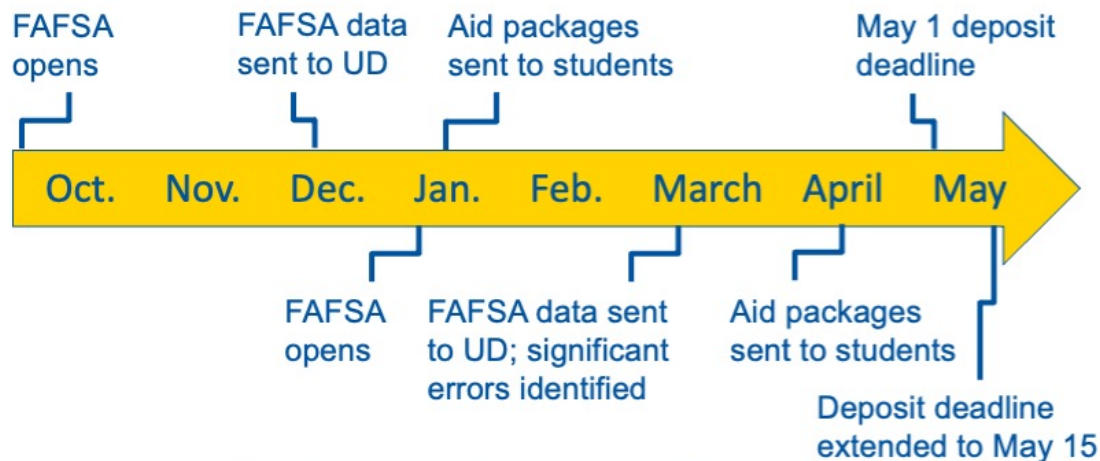
### Non-White Undergraduate Applications\*



\*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



## Delays and errors this year

## 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

# Graduate apps & yield show growing interest in UD

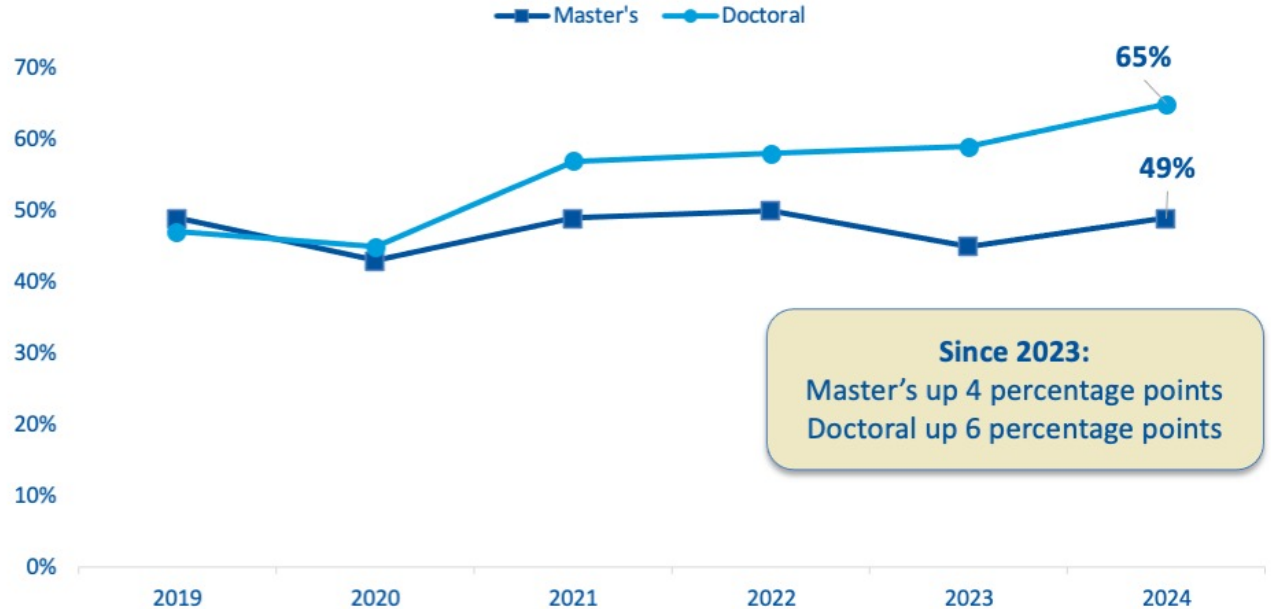
## Applications

~3,400 Master's  
Up 73% since 2020

~3,900 Doctoral  
Up 67% since 2020

(All data as of April 30)

Yield (Acceptances/Offers)



# 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.

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

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

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

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

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

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

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

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

**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

## delaware online

[ News ] Sports Life First State Favorites Advertise Obituaries eN

### EDUCATION

## UD sees record applications

### 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 19, 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 25, 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 Evan 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

### EDUCATION

### 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](https://udel.edu/president-report)

# Board of Trustees Meeting

President Dennis Assanis

May 14, 2024