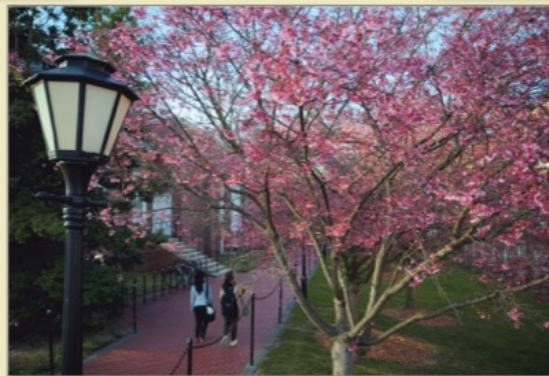


# General Faculty Meeting

President Dennis Assanis

May 6, 2024



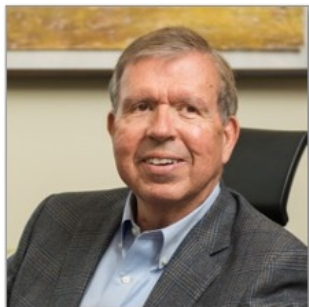
# Celebrating the Class of 2024



## 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.*

# Recognizing the top students of the Class of 2024

## Alexander J. Taylor, Sr. Award

Emilie Delaye

- Entrepreneurship, minor in Fashion Management

## Emalea Pusey Warner Award

Allie Rebuck

- Management Information Systems and Business Analytics (Honors)



Emilie Delaye (left); Allie Rebuck (right)

# Goldwater and Boren Scholarships, Truman finalist

---

## Goldwater Scholar



**Sudha Anilkumar, '25**

- Biomedical engineering
- Honors College
- Delaware resident
- Pursuing her passion for immuno-engineering

## Truman Finalist



**Evyn Appel, '25**

- Sustainable Food Systems
- Honors College
- Community Engagement Scholar
- Distinguished Scholar
- Delaware resident

## Boren Scholar



**Ben Dobbs, '25**

- Spanish, Latin American and Iberian Studies
- Economics
- World Scholar
- Also received Fulbright, declined for Boren

# Gilman and Fulbright scholarships

## Gilman Scholars

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**Brooklyn Tyndall**, shadowed physicians in Athens, Greece.



**Owen Bubczyk**, studied kinesiology and applied physiology in New Zealand.



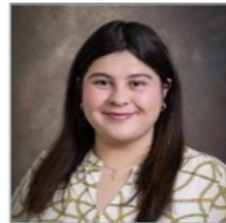
**Shanmarie Salmon**, is completing student teaching in elementary education in Seville, Spain.

## Fulbright Scholars — Top Producer (11 in 2023-24, 2 more in 2024-25)

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**Hailey Kremenek**, '24  
Research - University of Glasgow

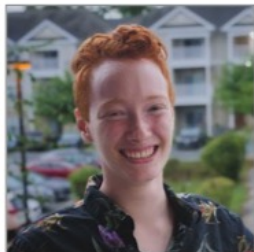


**Meliha Tokay**, '24  
Study in Mozambique

# NSF Graduate Research Fellowships



**Kristin Spangler Chisholm**  
Ed. Stats & Research Methods



**Shar Hayes Daniels**  
Physics



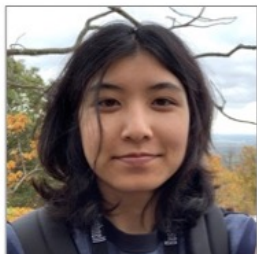
**Dana Kullgren**  
Physics



**Erin Mulhearn**  
Chemistry & Biochemistry



**Gavin Mullin**  
Psychological & Brain  
Sciences



**Miyu Mudalamane**  
Chemical Engineering



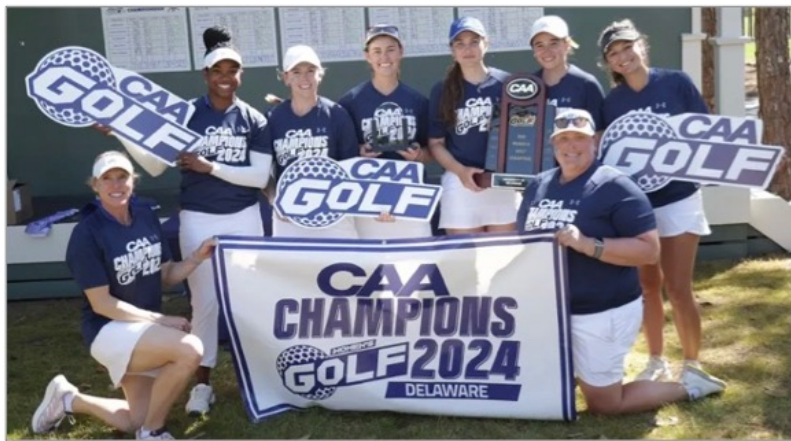
**Qui Zhang**  
Chemical Engineering

## Continuing their studies at other institutions

- **Shalom Fadullon**, Chemical Engineering
- **Samuel Freer**, Biomedical Engineering
- **Allison George**, Neuroscience
- **Rebecca Robertson**, Insect and Wildlife Ecology and Conservation
- **Dana Wilkins**, Biomedical Engineering



# Student-athletes represent UD excellence



**Women's Golf** team wins CAA Championship – 3rd time in program history

**Lilia Henkel** won the CAA individual title – the second Blue Hen to take the honor in program history.

**Women's Tennis** earns top seed in CAA Championship for first time ever

**Men's Lacrosse** moves on to play for CAA Championship title

**Cheer Team** wins sixth-straight national title

**Dance Team** wins third-in-a-row national 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

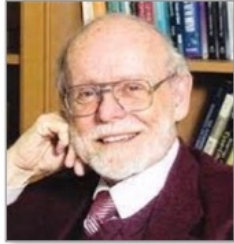
- 13 undergrads, 4 graduate students — Including the presidents of SGA and GSG
- Provide insights and feedback on important student-centered topics
- Develop workable recommendations to address students' concerns
- Deep dives into civil discourse and artificial intelligence
- Now building the Council for 2024-25

# Protecting free expression, preserving safety

- **Upholding Our Principles:** UD strongly protects freedom of expression and peaceful assembly without fear of shame or retribution.
- **Advancing Our Purpose:** We will continually support and fortify continuity of our academic mission while protecting everyone's safety.
- **Staying True to Our Values:** With civility and respect, our UD community welcomes and values different backgrounds, perspectives and learning experiences — advocating for every individual's voice to be heard.
- **Engaging Our Students:** Ongoing meetings with student leaders and diverse interest groups to build understanding and continue productive dialogue.

# 2024 UD Alumni Awards – *to be presented May 31*

## Alumni Hall of Fame



**Terrell Ward Bynum, '63**  
BA/BS philosophy and chemistry



**Courtney Smith Goodrich, '93**  
BS management; MA public  
administration



**Hon. Collins J. Seitz, Jr., '80**  
BA political science

## Outstanding Alumni



**Raymond Jacobsen, Jr., '71**  
BA political science



**Linda Justice Myrick, '77**  
BS chemical engineering

# 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

# 11 UD Graduate Programs ranked in 2025 *U.S. News and World Report*

- Physical Therapy - 2
- Non-profit Management - 16 (up from 23)
- Public Management and Leadership - 18 (up from 23)
- Public Finance and Budgeting - 21
- Speech-Language Pathology - 32
- Education Schools - 34
- Public Affairs Schools - 34
- Computer Science - 70 (up from 77)
- Nursing: Master's - 79 (up from 82)
- Nursing: Doctor of Nursing Practice - 110
- Part-Time MBA - 150



This list only includes subject areas evaluated in this year's edition published to date. *U.S. News and World Report* has delayed the announcement of two programs that were slated to be included in the rankings: Best Engineering Schools and Programs, and Best Clinical Psychology Programs.

# UD ranks among the best schools in the country

## Sustainability

**#33** in the U.S. and **#240** globally of 1400 institutions (jump of nearly 200 places from 2023)  
– *QS World University Rankings*

## Fulbright Awards

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

## R&D Activities

**#47**, in the **top 8% nationally, for non-medical R&D** out of **626** institutions by the NSF  
*Higher Education Research and Development Survey*

## Undergraduate Entrepreneurship Program

**#31** national ranking, **#3** in Mid-Atlantic region by *The Princeton Review*, 2024

# 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



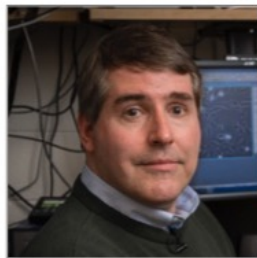
**Rachel Vause**,  
art history

## *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



# Recognizing the Alison Professor and Mangone Young Scholars

## Alison Professor



**Bill Matthaeus**  
Dept. of Physics &  
Astronomy

## Mangone Scholars

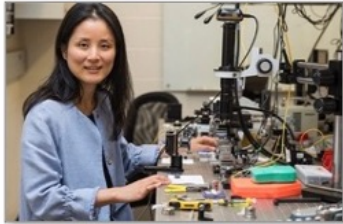


**Kyle Davis**  
Dept. of Geography &  
Spatial Sciences



**Kenneth Shores**  
School of Education

# 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

# Welcoming talented musical artists to campus



**Justin Austin**, baritone (left), and **Howard Watkins**, pianist (right) performed a concert featuring music by composers of color, in celebration of Black History Month.

# Inaugural Fintech and Financial Institutions Research Conference

Co-sponsored by UD  
and The Federal  
Reserve Bank of  
Philadelphia

Keynote speaker –  
**Manju Puri**, (pictured  
left) finance professor at  
Duke's Fuqua School of  
Business

Topics included  
cryptocurrency,  
nonfungible tokens, AI  
in fintech, and small  
business lending.



# National Academy of Engineering (NAE) – Dinner and Regional Meeting



- **Regional Meeting and Symposium** held on STAR Campus
- Symposium focus - **Clean Hydrogen for Energy**
- **180 attendees** gathered at the FinTech Hub



# Building X set to open this fall



“Science collider” for interdisciplinary research and teaching in crucial health care fields:

- Human disease
- Developmental disorders
- Neuroscience
- Human behavior

Educate more than 1,000 students a year for high-demand careers in health care

Construction Cost \$184M

- ARRA federal funds via state \$41M
- Deferred maintenance \$49M
- 2018 Bonds \$49M
- UD funds and philanthropy \$45M



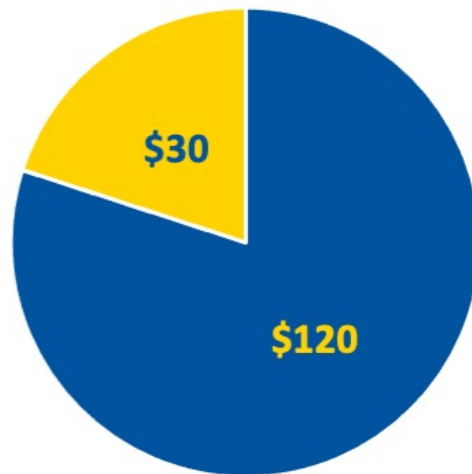
# Building the bioeconomy for Delaware & the U.S.



Securing American Biomanufacturing Research & Education (SABRE) Center — Funding for building construction and equipment refurbishing, all from external sources.

## SABRE Center

■ Federal Sources    ■ State of Delaware



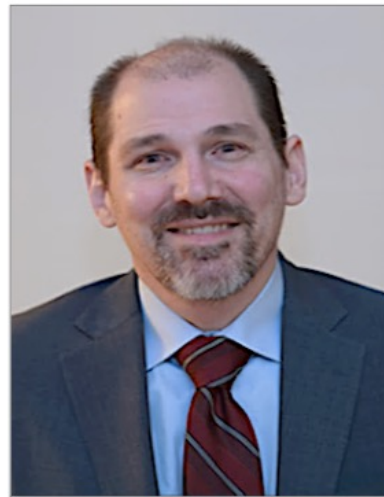
(in millions)

# Welcome New Leadership



**Brian Farkas**

Dean, College of Agriculture &  
Natural Resources



**Miguel Garcia-Diaz**

Vice President, Research, Scholarship  
and Innovation

**\*\*Dean searches continue – College of Engineering and College of Arts and Sciences**

# 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

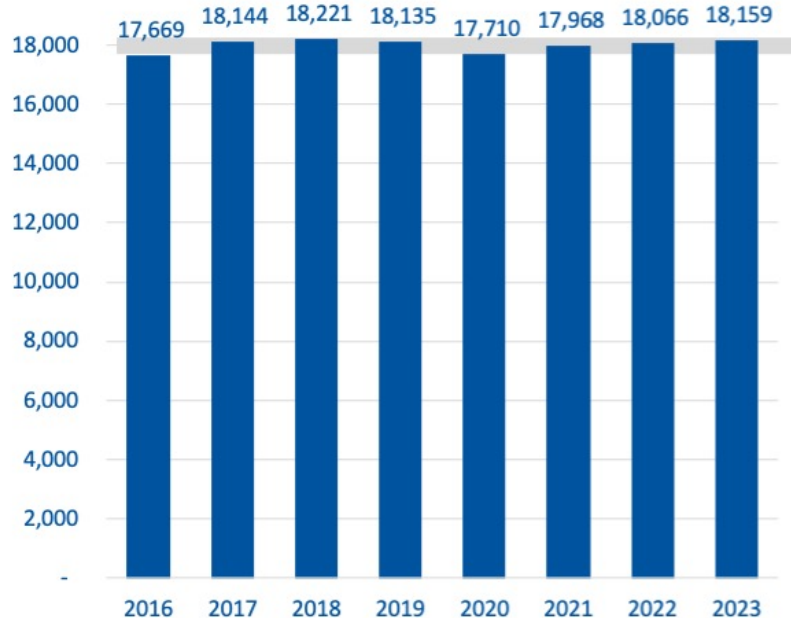
## A Look Back at College Closures and Mergers

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

# Financial aid pressures continue to grow

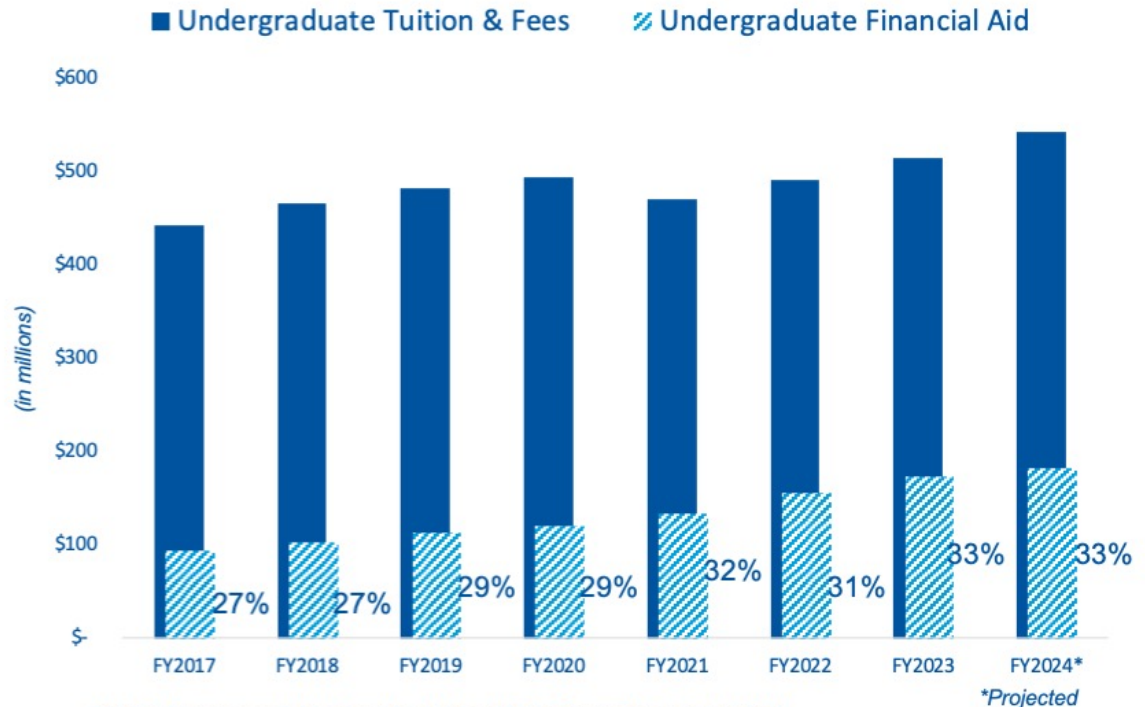
## Tuition and financial aid growth

- Since FY17, total tuition and fees have increased by \$104M.
- During that same time, financial aid has increased by \$68M.

**35%** Public  
**59%** Private

National average tuition & fees discount for first-year students

(Ruffalo Noel Levitz RNL 2023 Discounting Report)

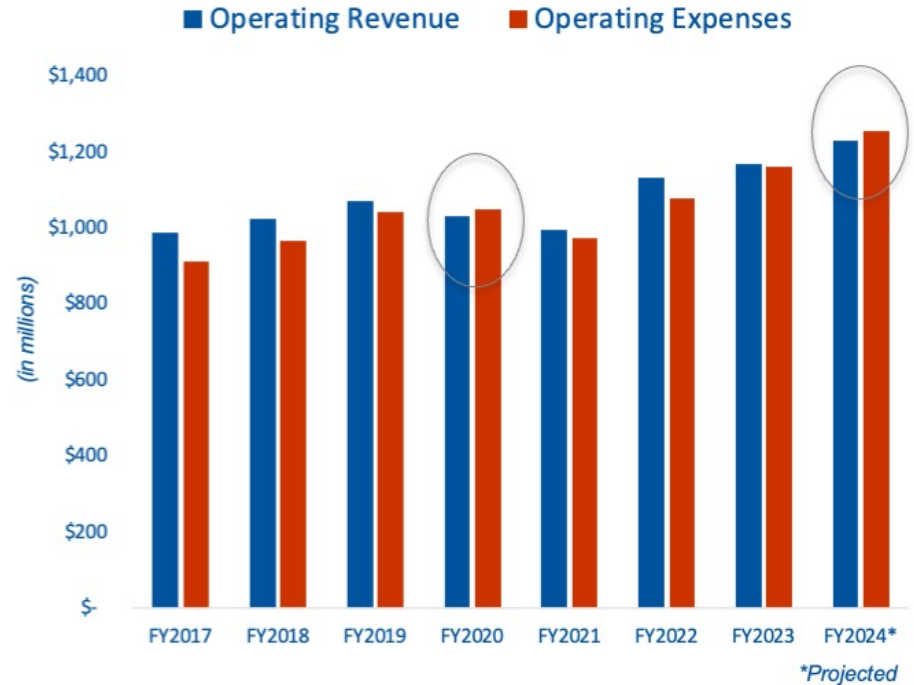


(NOTE: Figures available at [udel.edu/about/facts-figures/financial-profile/](https://udel.edu/about/facts-figures/financial-profile/))

# Operating expenses growing faster than revenue

Operating revenue and expenses are not keeping pace in the wake of the pandemic.

- Total operating revenue has increased by \$240M or 24% since FY17.
- Whereas total operating expenses have increased by \$345M or 38% since FY17.



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

# Multiple external financial pressures converge

High cost of  
goods and  
services

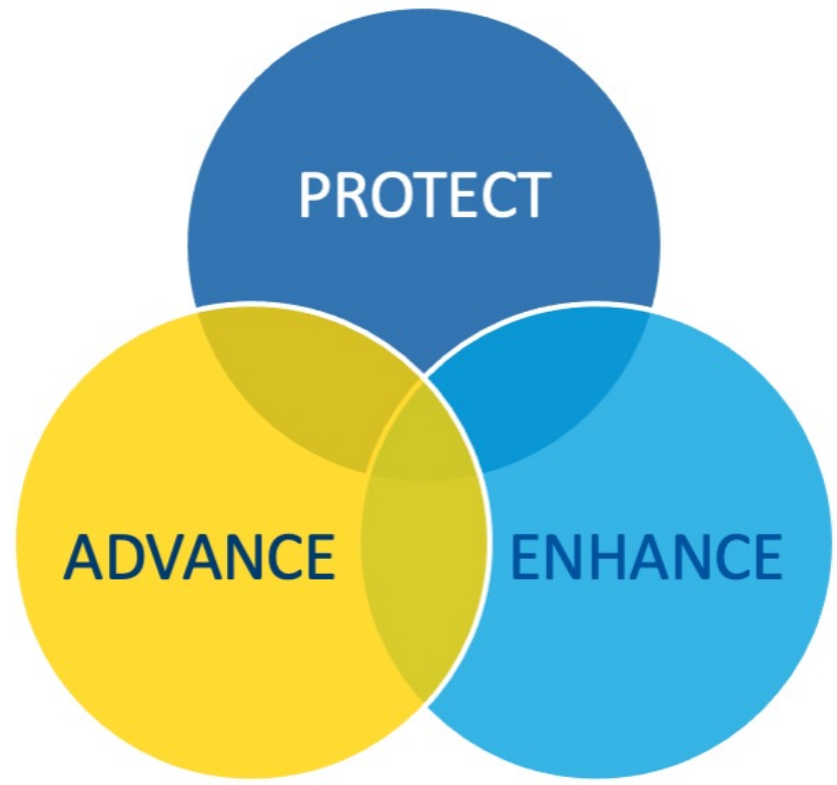
Salaries  
higher than  
expected

Student  
financial need  
increasing

Health  
insurance  
premiums up

Net impact: -\$20M to -\$40M operating deficit, FY24

# Working together to chart our path forward





# Thoughtful action, perseverance, unity will ensure a bright future for UD

- Sustain the excellence of our top-ranked education, world-renowned research, dedicated service, and unparalleled campus experiences that define UD
- Actively manage and evolve fiscal policy to respond to budget challenges and uncertainties, while developing proactive strategies for long-term financial health
- Maintain measures and guidelines to provide some budget relief this academic year, but more so to enable us to address recurring pressures
- Forge our path forward requires perseverance and unity

# Listening sessions help establish collaborative ideas and shared priorities

Continuing high-quality student support

Harnessing people to be part of the solutions

Continuing support & commitment to research mission

Recognizing impact on smaller units

Eliminating hurdles & improving efficiency

Ensuring support for junior faculty

Reaffirming the value of a liberal education, incl. arts & humanities

Balancing resources & workload

Optimizing campus spaces

Fostering career advancement for faculty & staff

Maintaining the quality & breadth of course offerings

Allocating budgets to the dept. level

Exploring alternatives to state health insurance

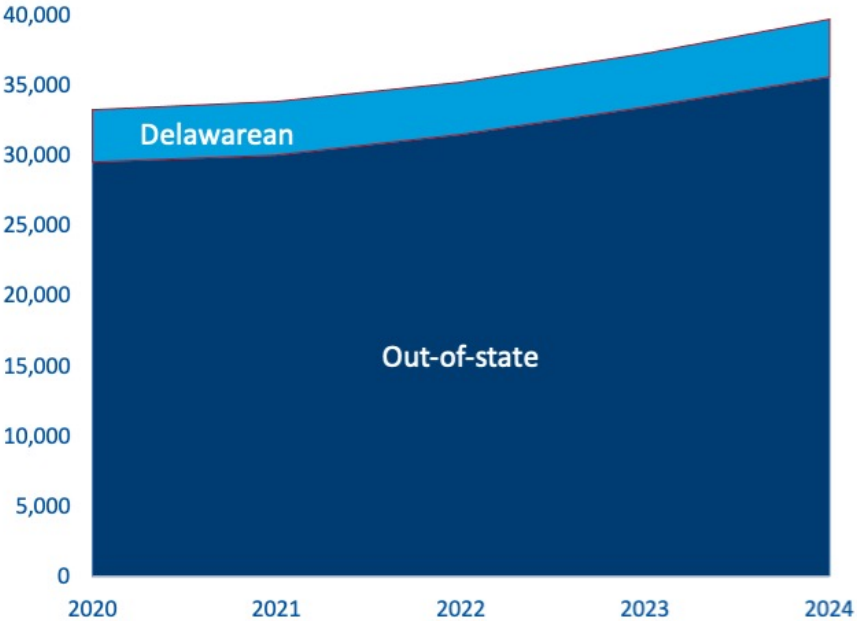
Expanding revenue generation

## Measures and Guidelines for FY25

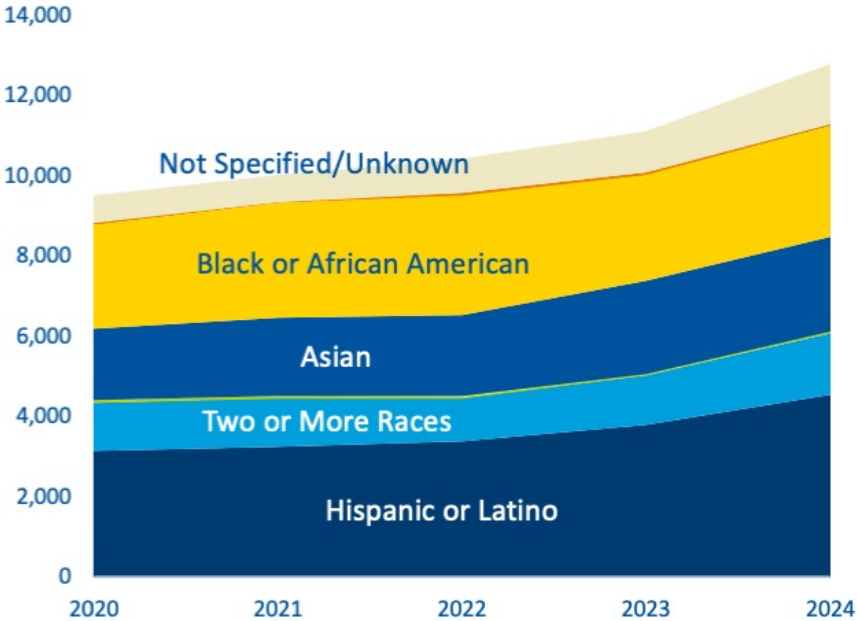
- **Faculty searches will continue, but at a reduced pace.** Priority for searches paused during the current academic year. Maintaining the quality and breadth of UD's course offerings remains a very high priority.
- **Critical staff hiring will continue** for safety, compliance, academic support, revenue generation, or enabling structural realignments
- **Deferral of large capital projects**
  - Unless more than 2/3 underway, resulting from emergencies or funded solely by external sources
- **Transparency of budget to unit levels** to empower decision and discretion at the local level, enabling trade-offs to be made with least disruption to 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

# Undergrad applications remain strong, diverse

### Undergraduate Applications by Residency



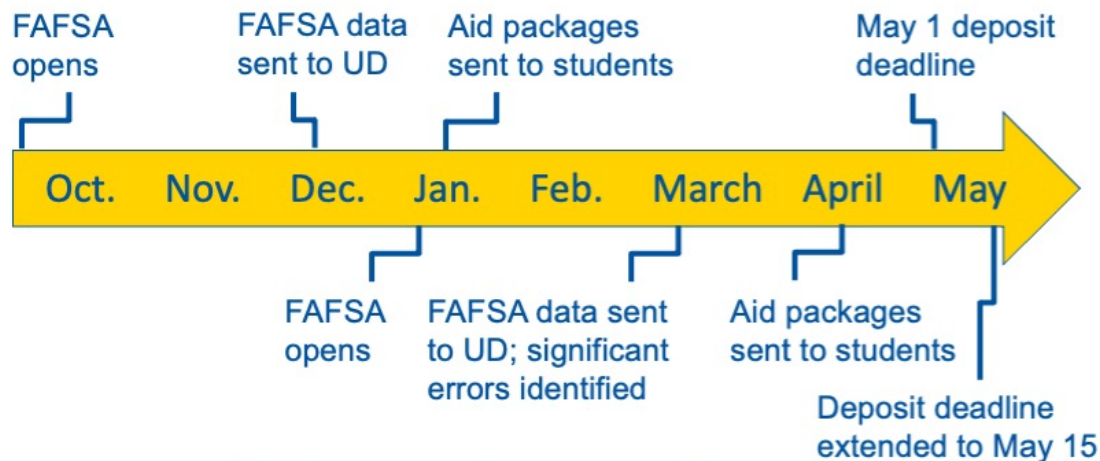
### Non-White Undergraduate Applications\*



\*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

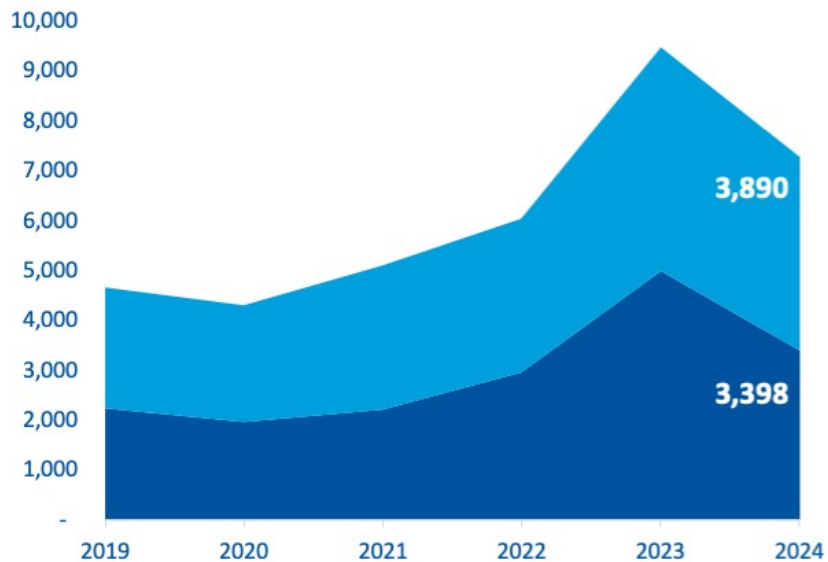
Deposits compared to last year, two weeks from deadline:

- April 15, 2023 — 2,623
- May 1, 2024 — 2,743
  - Difference of ~100 due to increase in target this year — 4,300 instead of 4,200
- As of May 6, 2024 — 3,091

# Graduate apps & yield show growing interest in UD

## Applications\*

■ Master's ■ Doctoral



## Yield (Acceptances/Offers)

■ Master's ■ Doctoral

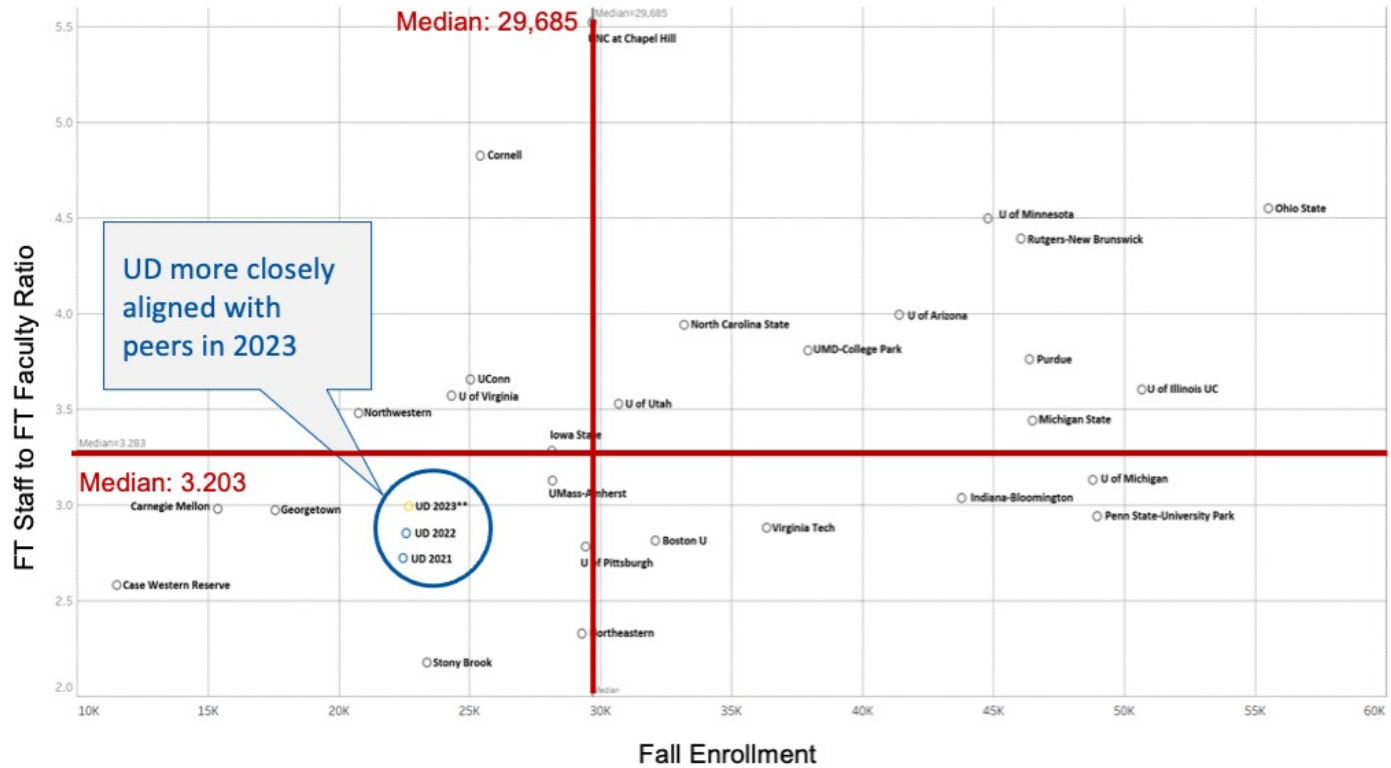


**Since 2023:**  
Master's up 4 percentage points  
Doctoral up 6 percentage points

(All data as of April 30)

\*Increase in 2023 due to inadvertent release of application fee waiver code.

# Staff/faculty ratio is lean compared to peers



Since FY19, full-time FTE has increased by 7% with the largest increases strategically made to support research, which is funded primarily on sponsored funds.

The percentage of full-time FTE funded by basic budget has remained consistent at 66%, with 34% being funded with other resources.

# 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 5/5/24, 40 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

# FY25 High-Level Capital Project Summary

Project	Project Budget	FY25 Expenditures	Funding Source
Building X	\$184M	\$47M	Deferred Maintenance
Drake Lab	\$9.0M	\$0.6M	State Funds
Spencer Lab Design Studio	\$16.7M	\$4.8M	State, Gift Funds
Composite Center HVAC	\$2.0M	\$1.7M	State Funds
Laurel Hall	\$2.5M	\$2.3M	State Funds
SABRE Center	\$150M	\$50.6M	Federal Funds
South Campus Utility	\$6M	\$2M	State Funds
Women's Softball Field	\$7.5M	\$6.0M	State Funds
Pollution Ecology Lab	\$20M	\$10M	Gift Funds
Computer Center Cooling	\$7.2M	\$2.4M	State Funds

# Initiatives Underway for growth in FY25 and beyond

- Enhance enrollment pathways
  - Increase transfer enrollments
  - Expand Associates pathway
  - Increase articulation agreements with additional institutions
  - Re-engage prior students with credits and no degree completion
- Launch 4+1 and professional master degrees
- Integrate the English Language Institute within UD International initiative
- Focus on summer and winter session branding and utilization
- Create multi-year faculty hiring plans that link to unit's allocated budget
- Explore differential tuition strategies and course fees
- Promote integrated services and assess relative to need
- Explore realignment and restructuring of certain administrative units
- Enforce budget discipline

*Foster initiatives to facilitate growth and redesign processes to remove hurdles*

# Planning strategically for budget resilience

- Academic and research excellence in an evolving landscape
- Admissions, enrollment and housing
- Optimization of education delivery and cost
- Revenue enhancing opportunities (winter/summer sessions; online; international)
- Operational excellence
- Compensation and benefits
- Multi-year budget planning (operating, capital, space management and projection)
- Communications (commitment to transparency and respect)

*Proactive  
consultation and  
collaboration across  
all levels to create  
sustainable solutions  
for the future*

# 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)

# General Faculty Meeting

President Dennis Assanis

May 6, 2024