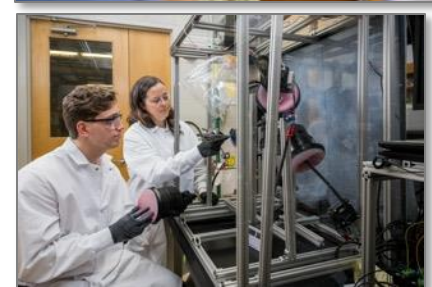
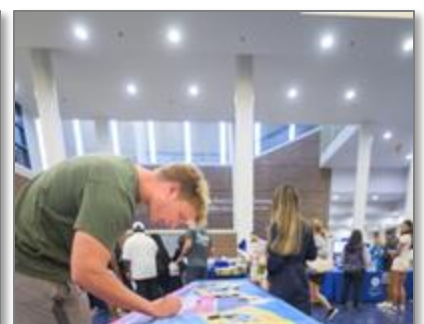


# Board of Trustees Retreat

President Dennis Assanis

October 3, 2024





# Rankings offer various lenses on UD

## Climate/Culture

**#1** among research universities in supporting dual-career couples – *UNC Chapel Hill 2024 Study*

**#1** International student satisfaction with overall arrival experience, visa support and learning environment – *2023 International Student Barometer*

## Scholarly Excellence

*U.S. News & World Report*

- **#4** Chemical Eng. (UG)
- **#74** Nursing (UG), jumped 38 spots from last year
- **#2** Physical Therapy (grad)
- **#7** Chemical Eng. (grad)

*NSF HERD Survey*

- **Top 8%** nationally for R&D
- **#47 out of 626** non-medical school R&D expenditures

*INTERKULTUR World Rankings*

- **#1** Delaware Choral Scholars

*College Transitions*

- **#21** Honors College

## Outcomes

**#26** overall among 500 colleges and universities in the U.S.

**#10** out of 235 Public Universities

*WSJ/College Pulse Rankings 2025* – Emphasizes student success and the university's contributions to that success

## Inputs and Outcomes

**#86** overall among 434 national universities

**#44** among the top 225 public schools

*U.S. News & World Report Rankings 2025* – Based on student outcomes, reputation among peers, students' social mobility, faculty research and resources, and financial resources

# Using rankings carefully to advance our goals

## What people say about rankings

“College rankings **can help a student** narrow down the types of institutions that could provide for their educational needs.” — *Forbes*

“Rankings **are important** because graduate schools use them for evaluating undergraduate applicants, and employers take into account where you went to school.” — *Time*

“The rankings **nourish the myth** that the richest, most selective colleges have some corner on superior education.” — *The New York Times*

“Billions of dollars have been redirected by colleges from educational purposes to building rank, a practice I call ‘**ranksteering**.’” — *The New York Times*

## How we should look at rankings and metrics

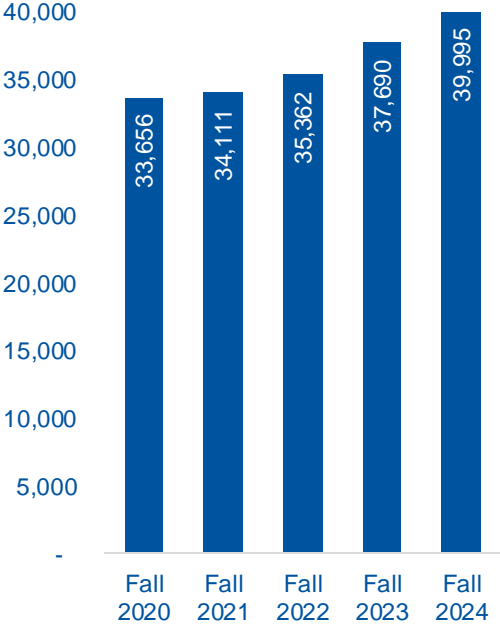
- **Broadly** — No single number can tell the whole story.
- **Closely** — Different rankings place different premiums on academic quality, reputation/prestige, inputs, outcomes, affordability, social mobility, etc.
- **As lagging indicators** — They measure where we were, not where we are. UD is making progress toward our goals!

At UD, we focus on **what truly matters**: Academic excellence, mission, student access and success.

- Improving first year retention rate
- Reducing the attainment and graduation rate gaps between different cohorts of students

# UD continues to attract strong student interest

### Applications

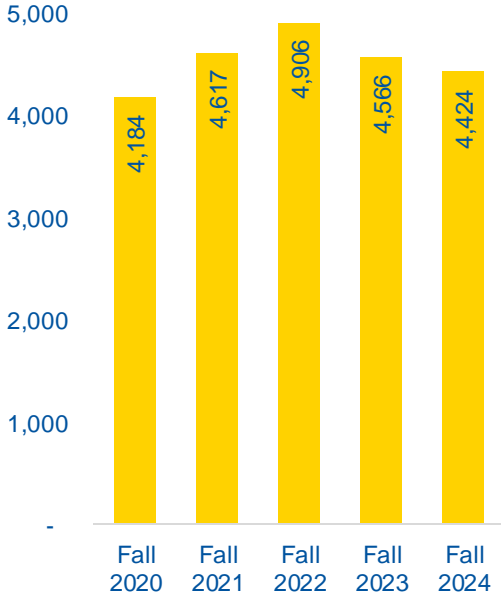


### Offered Admission



### Offers Accepted

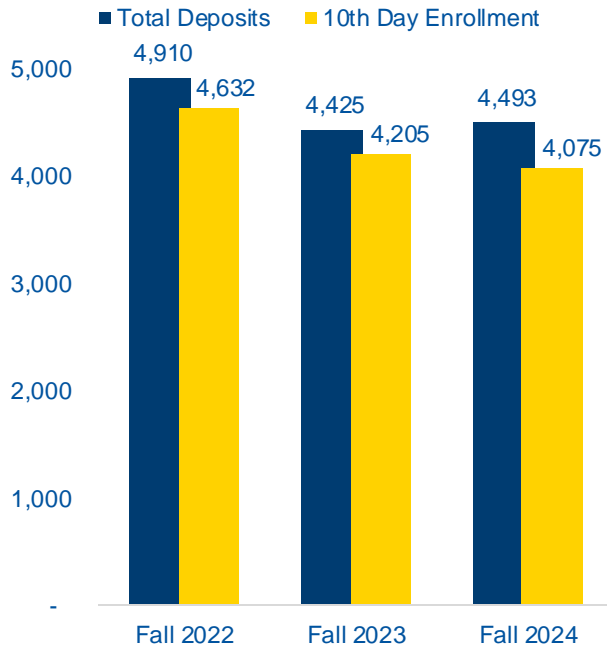
*(post melt)*



*(Newark Campus + AAP)*

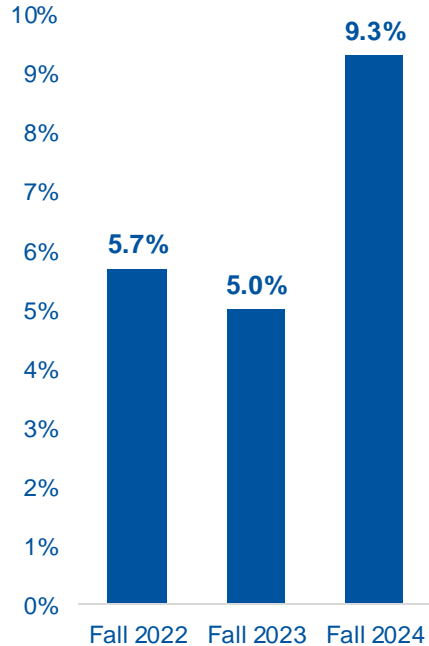
# Higher-than-usual summer melt cut enrollment

## Deposits vs. Enrollment



*(Newark Campus only)*

## Melt rate

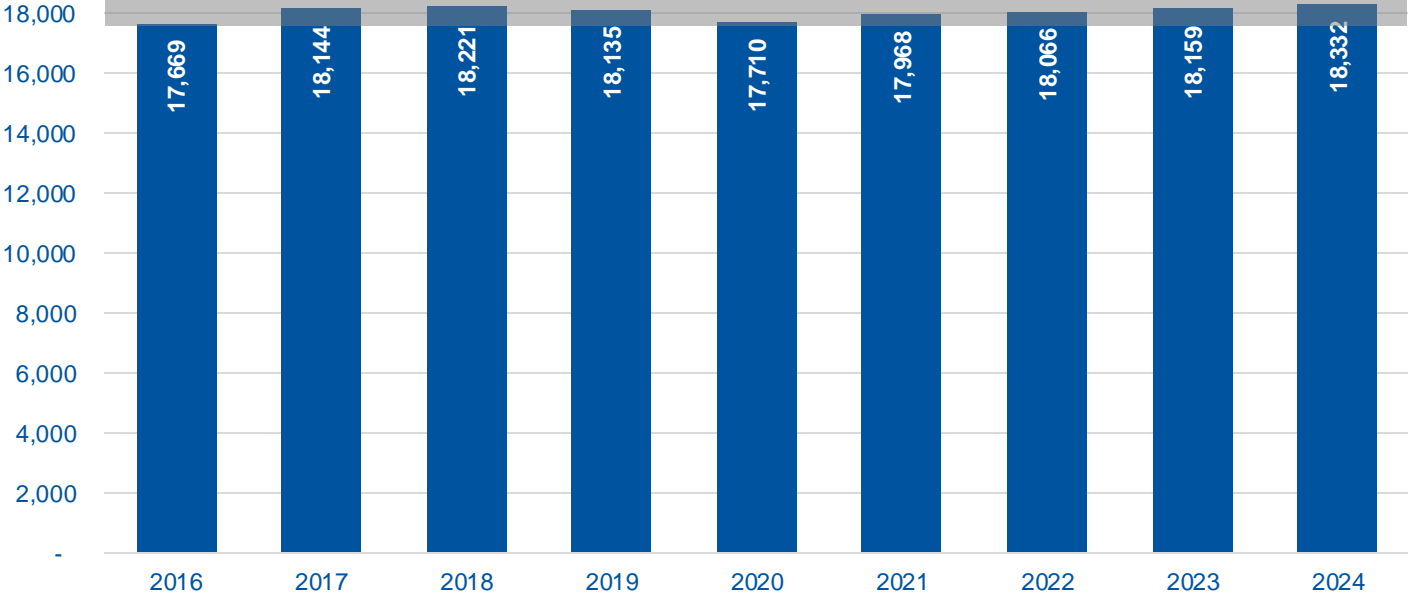


## Factors affecting melt

- FAFSA delays and errors
- Late delivery of financial packages
- Students depositing at 2+ colleges before deciding
- Among intl. students (65% melt rate this year)
  - High rates of visa delays/denials, especially in African countries
  - Delays in financial packaging
  - U.S. political uncertainty

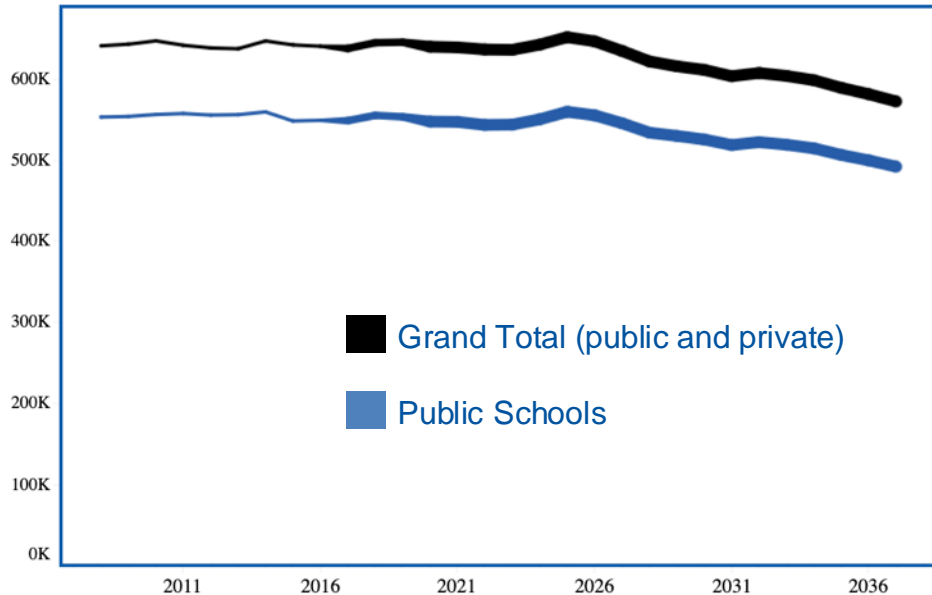
# UD total enrollment remains steady

**Undergraduate Enrollment**  
*(Fall, Full- and Part-time, Newark Campus)*



# Preparing for the “demographic cliff”

## Total & Public High School Graduates in the Northeast



- Total high school graduates are projected to peak in 2025 at **650,620**.
- Between the classes of 2018 and 2037, high school graduates are projected to average **620,120** per year.

## Projected change 2019 to 2037

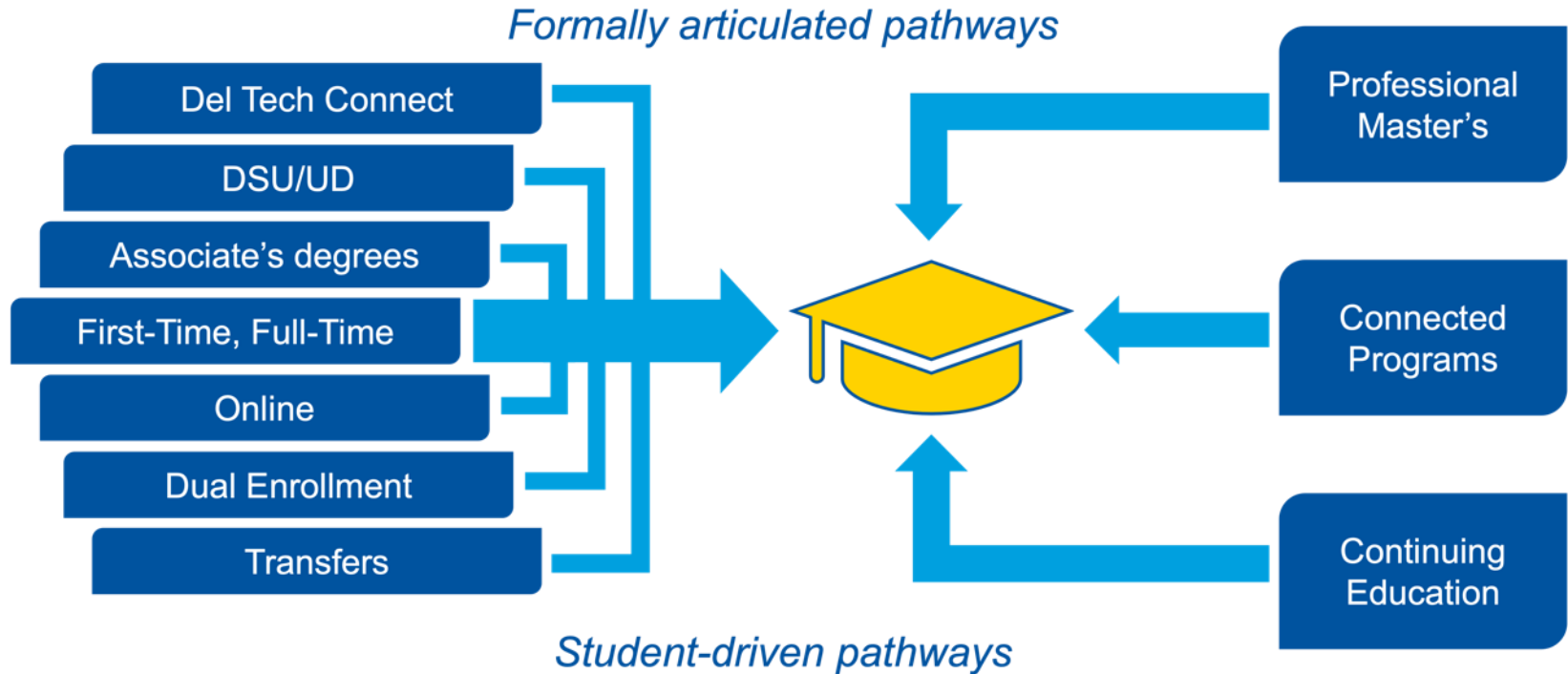
- Delaware — **-1%**
- New Jersey — **-6%**
- New York — **-14%**
- Pennsylvania — **-7%**
- Maryland — **+7%**

These five states account for 76% of UD’s undergrad applications and 89% of offers accepted. (Fall 2023)

Source: Western Interstate Commission for Higher Education, “Knocking at the College Door: Projections of High School Graduates,” 2020, [knocking.wiche.edu](http://knocking.wiche.edu)



# Enrollment plan expands educational pathways



# Opportunities: Undergrad enrollment & success

- How should UD expand its recruiting regions?
- How does UD reach different demographic groups and those at various life stages/circumstances?
- Can expanded educational pathways and program flexibility (4+1 degrees) draw more/new student populations?
- How can UD remain an affordable educational option for families?
- How should UD optimize its tuition discount rate to better serve specific student populations?
- How can UD generate more philanthropic support for student scholarships, continuing to build on the 22 created from donations in FY24?
- What academic support and wellbeing services do students need to remain enrolled and persist to graduation?

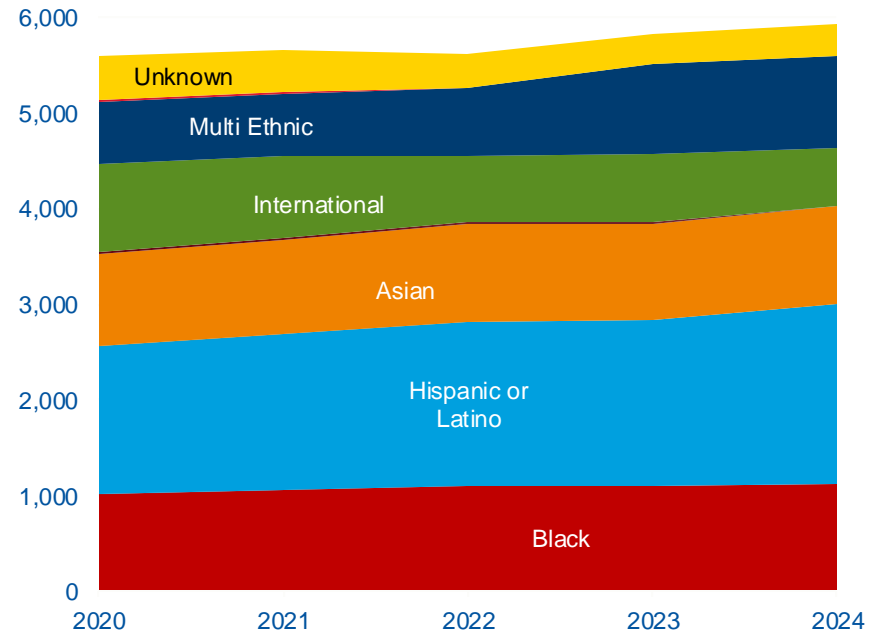
# Building a more diverse student body

Newark Campus entering first-time, full-time, first-year undergraduate enrollment, Fall 2024

- Black/African American students — up 20%
- Hispanic/Latino students — up 11%
- First-generation students — up 32%
- Pell Grant recipients — up 31%

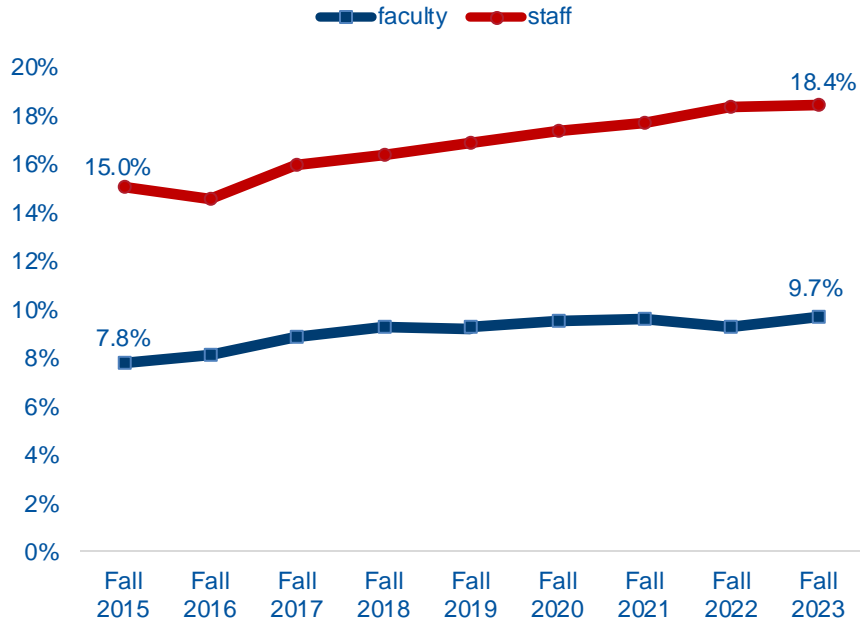
In overall enrollment, 45% of Delaware-resident students are non-white, greater than the state's minority population.

**Non-White Undergrad Total Enrollment**  
(Fall, Newark Campus)



# Supporting diversity among faculty and staff

## Underrepresented Faculty & Staff



UD Anti-Racism Initiative (UDARI) Fellows

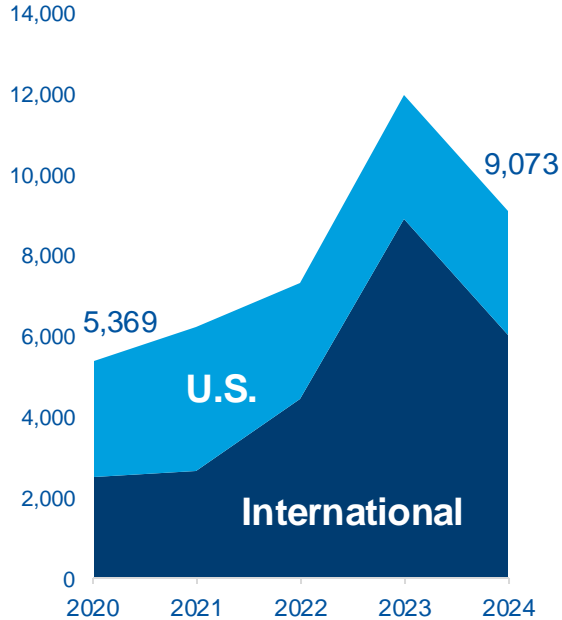


John and Patricia Cochran Scholars of Inclusive Excellence

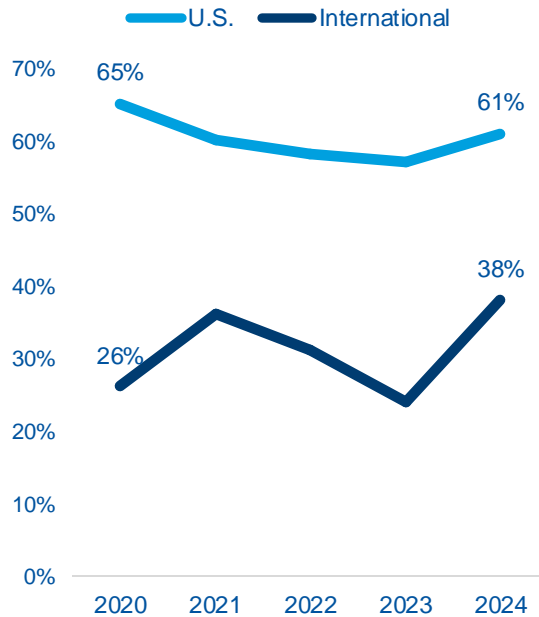
Domestic URM (underrepresented minority) = Black, Hispanic, Native American, Hawaiian/Pacific Islander

# International grad students drawn to UD

## Applications



## % Admitted who Enroll



## Total Enrollment



Note: Leak of an application-fee waiver code in 2022-23 artificially inflated the number of international applications in 2023. This has been addressed.

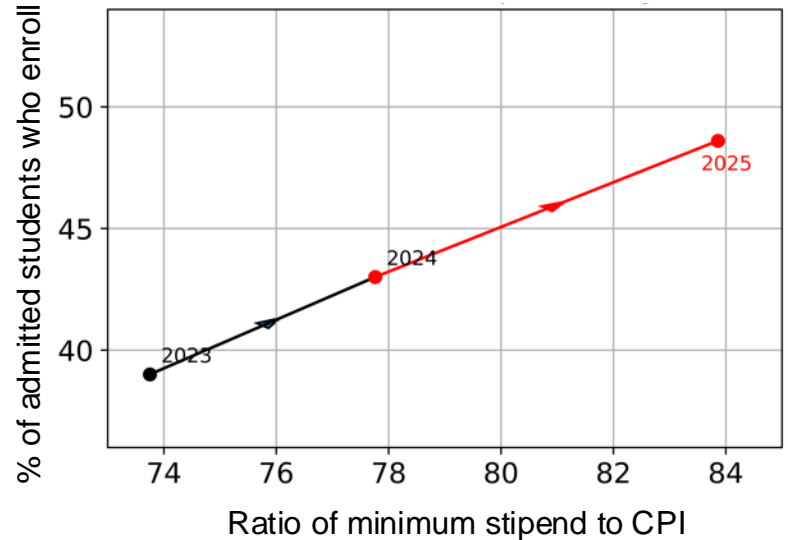
# Ensuring support for funded grad students

## Challenges

- Funded grad students, who power UD's research, need greater financial support (stipends and benefits)

## Opportunities

- Increase the minimum stipend (which has strong impact on yield) and external funding
- Continue efforts to support graduate students with dependent children
- Build and strengthen faculty culture in support of graduate students



# Universities nationwide facing budget challenges

**Drexel is cutting staff and benefits as it faces a \$63 million operating loss and 15% fewer first-year students**

The university hopes to come up with \$150 million annually through cuts and revenue increases to close the gap between ongoing revenue and expenses.

**California State University system could face \$1 billion budget deficit, report says**

**University Of California, Santa Cruz Faces \$111 Million Budget Deficit**

**6 UW campuses projected to have deficits, even after cost-savings efforts**

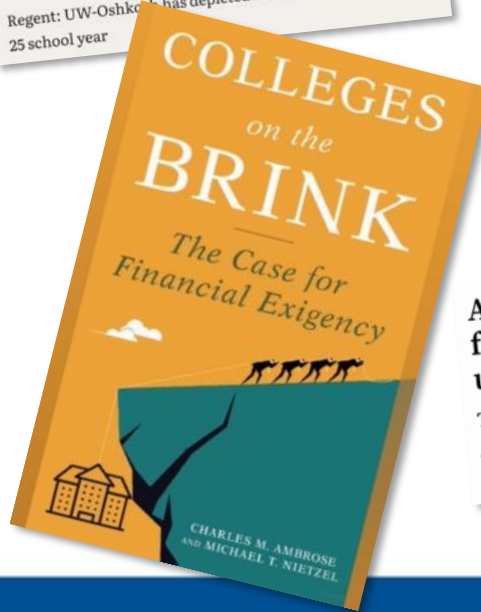
Regent: UW-Oshkosh has depleted its reserves ahead of 2024-25 school year

**UK universities call for higher fees and more funding in face of budget deficits**

**Penn State plans to slash \$94M from budget, including deep cuts to Commonwealth Campuses**

**Arizona public universities face multimillion dollar cuts under new state budget**

The funding decreases could hit University of Arizona — already grappling with major deficits — especially hard.



*(All headlines are June-Sept. 2024)*

# FY24 budget ends better than expected

Board approved operating budget with thin margin (1.8%, or \$22M surplus); in mid-year, projected \$20M to \$40M shortfall; now ~\$3M of closing all-funds gap, pursuant to measures implemented

- \$11M in payroll savings (attrition and restructuring)
- \$14M in reduced expenses for travel and materials
- \$6M in increased revenue from summer sessions and graduate tuition
- \$6M in investment income and operating gifts meeting target

Applying the lessons learned to better prepare for such “storms” as we move forward

- Proactive consultation with faculty early in the process
- Enhanced transparency and communication with all stakeholders
- Greater clarity around measures and guidelines – we heard you!

***Thank you all for your sacrifices and herculean efforts to overcome these challenges!***



# FY25 and beyond: Not out of the woods yet

Board-approved budget projected possible \$20M-\$54M shortfall, including est. \$24M increase in health care premiums. Now revised to \$20M-\$40M.

- Additional state funding of \$2.8M
- Impact of Fair Labor Standard Act revised to \$1.5M, instead of \$14M
- Further cost mitigation of \$10M-\$20M in partnership with the academic sector to reach sustainable cost/revenue balance
- Continued consideration of other health insurance options
- Use of unit reserves where applicable
- Savings from strategic administrative realignments
- Improve liquidity by seeking debt financing for certain capital projects that have already been in progress, most notably Building X

# Implementing strategies for growing revenue

This year:

Spring transfers

Continuing Ed programs that start in January

Winter and summer unique classes

Grad support from grants and gifts

Next year:

Assist FAFSA filers

Continue recruitment through Day 10

National recruitment

Expand World Scholars and strengthen international yield

Expand associate's pathways

Innovate marketing for professional master's programs

Program incubator to support development of new programs

# Key levers for stable and sustainable budgeting

- Unit budget transparency helps balance revenues and expenses
- Empowerment within local units to target growth and be smart about spending and saving
- Strong and coordinated partnership and alignment between Budget and Provost
- Opportunity to focus on day-to-day operations, for example, improving classroom technology
- Enhanced communication with the Faculty Senate on an ongoing basis



# Addressing our deferred maintenance backlog

- A “hidden liability” for institutions nationwide — *Moody’s Ratings*
  - \$750B to \$950B over the next decade for 500 colleges rated by Moody’s
- UD’s strategy
  - Reduce footprint of campus buildings
  - Raze/close rental houses in poor condition and underused buildings
  - Consolidate spaces, identifying buildings to be razed or repurposed (may be paired with new building)
  - Explore public-private partnerships
  - Invest in new buildings through philanthropic support
  - Continue to request annual capital funding to reduce our DM backlog



# Maintaining our standing among competitors



*Penn State University*

*University of Maryland*

*Rutgers University*

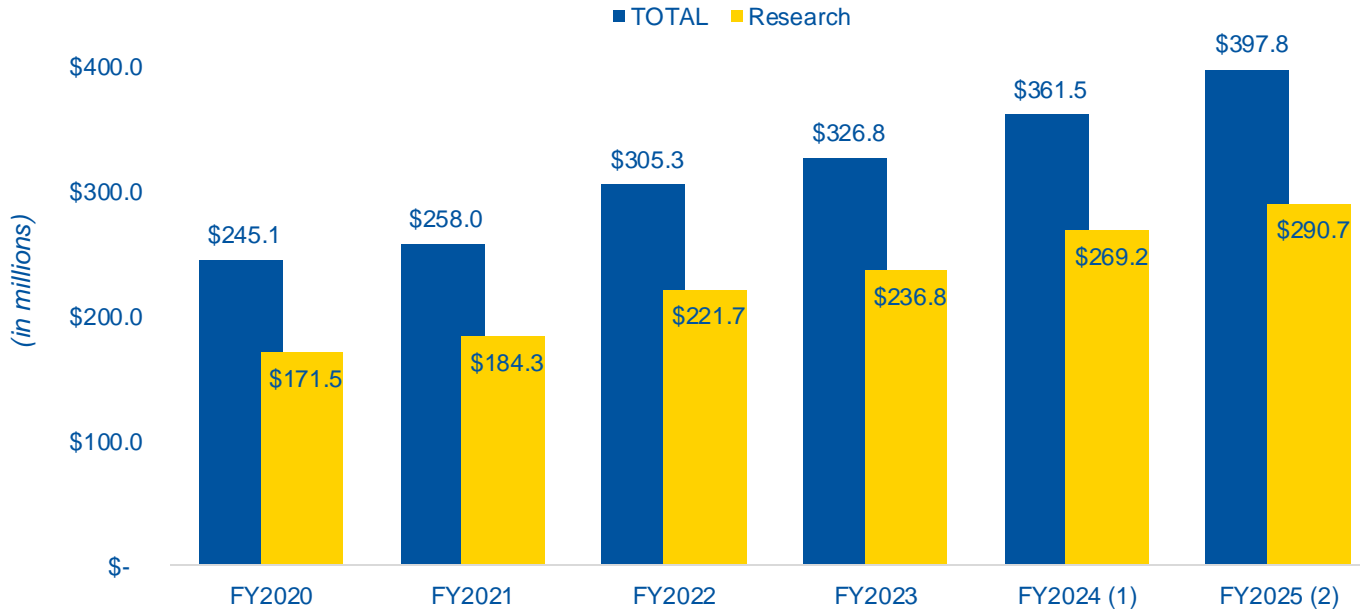
# Bringing Building X to completion later this year



- Total project cost — \$184M
- Funding sources: ARPA, 2018 bond, deferred maintenance, University funds
- Considering debt financing of \$100M to complete the project
- Currently — Installation of interior/exterior finishes
- Next — Installation of site amenities and solar panels, utility start-ups
- Expected construction end — Oct. 2024
- Preview tour for Trustees — Oct. 4

# Research enterprise continues to grow

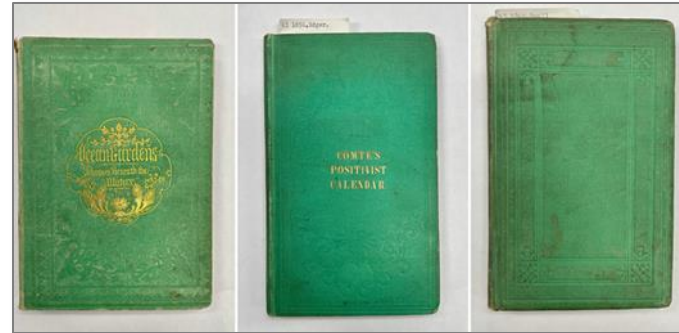
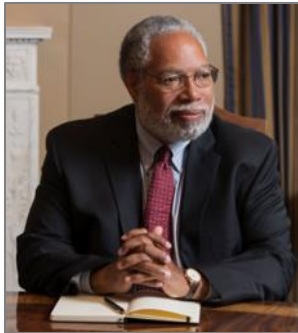
## Research and Total Sponsored Expenditures



- As of FY2022, UD research spending is higher than 31 out of 69 AAU universities and three Ivy League universities in non-medical research.
- Research builds impact and reputation of entire University.

(1) Based on preliminary close-out results; (2) Preliminary, as of Sept. 30, 2024

# Research F&A supports arts and humanities



## CAS Arts & Humanities Faculty Fellows

- 2022-24 — 9 faculty, **\$156,000**
- 2023-25 — 10 faculty, **\$189,383**

## Go! Grants support teaching, research and service

- 21 faculty in Fall 2023, **\$89,000**
- Plan to offer grants each semester

Support for National Arts & Humanities Month

Presidential initiative directing 2% of F&A to programs



# Opportunities: Research scope and impact

- Continue to:
  - Pursue research, scholarship and innovation with societal impact
  - Foster UD's strong culture of interdisciplinary research and translation, aligning with federal agency priorities
  - Create and develop partnerships with industry, driven by UD's innovation ecosystem
  - Sustainably grow our doctoral programs
- Balance staffing needs in response to increase in research compliance and administrative burden (AI can help streamline processes and efficiency)
- Optimize use of research space
- Expand communications training for UD researchers, so they can better articulate the need and societal impact of their work

# Enriching the student experience for everyone



- “Career Center on Canvas” offers career readiness education and action at students’ pace as needed
- Counseling Center — No appointment needed for a first visit
- Launch of our Wellbeing Vending Machine in Perkins Student Center
- \$1M invested in A/V and technology upgrades across our two student centers
- Launch and use of a new dedicated Graduate Student Lounge in Perkins Student Center
- Students are using services and engaging at new historic highs, a consistent trend

# Student advisors work toward UD-wide goals



## President's Student Advisory Council (PSAC)

- Gain insights into climate on campus and potential reasons for slip in first-year retention
- Build deeper relationships with students
- Empower students to provide actionable input on issues that are important to them
- Engage those who may feel marginalized

# Board of Trustees Retreat

President Dennis Assanis

October 3, 2024