General Faculty Meeting

President Dennis Assanis

December 2, 2024

Impressive accomplishments in every college

CANR
Leah Palm-Forster leads $6 million project on effects of flooding on coastal communities

CAS
New Theatre Studies major is the only one in U.S. with a professional theatre dedicated to undergraduates

Lerner
Multiple new programs in fintech, 4+1, dual MBA, Analytics and GenAI

CEOE
Celebrated a $5 million gift from the Robertsons to support graduate education in Marine Science

CEHD
Launches Master's in Social Work Program to address pressing state needs

COE
Undergraduate enrollment at 2,550 – the highest ever in the college's history

CHS
Undergraduate Nursing Program jumped 38 spots to rank #74 in *U.S. News 2025 Best Colleges*

Biden
Research centers are advancing the Biden Housing Initiative, a hub to support housing security in DE

Honors
Honors College ranked #21 in the nation by *College Transitions*

Graduate
More than 100 faculty trained in the Mentorship Excellence Initiative

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), up 38 spots
- **#2** Physical Therapy (grad)
- **#7** Chemical Eng. (grad)

FY23 NSF HERD Survey
- **Top 8%** nationally for R&D

The Princeton Review
- **#27** Horn Entrepreneurship (#3 in Mid-Atlantic)

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 & university's contributions to it

Ranked among *TIME* magazine's **125 Best Colleges for Future Leaders 2025**

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

UNIVERSITY OF DELAWARE.

UD's graduation rate among highest in the nation

4-Year Graduation Rate, Public R1 institutions

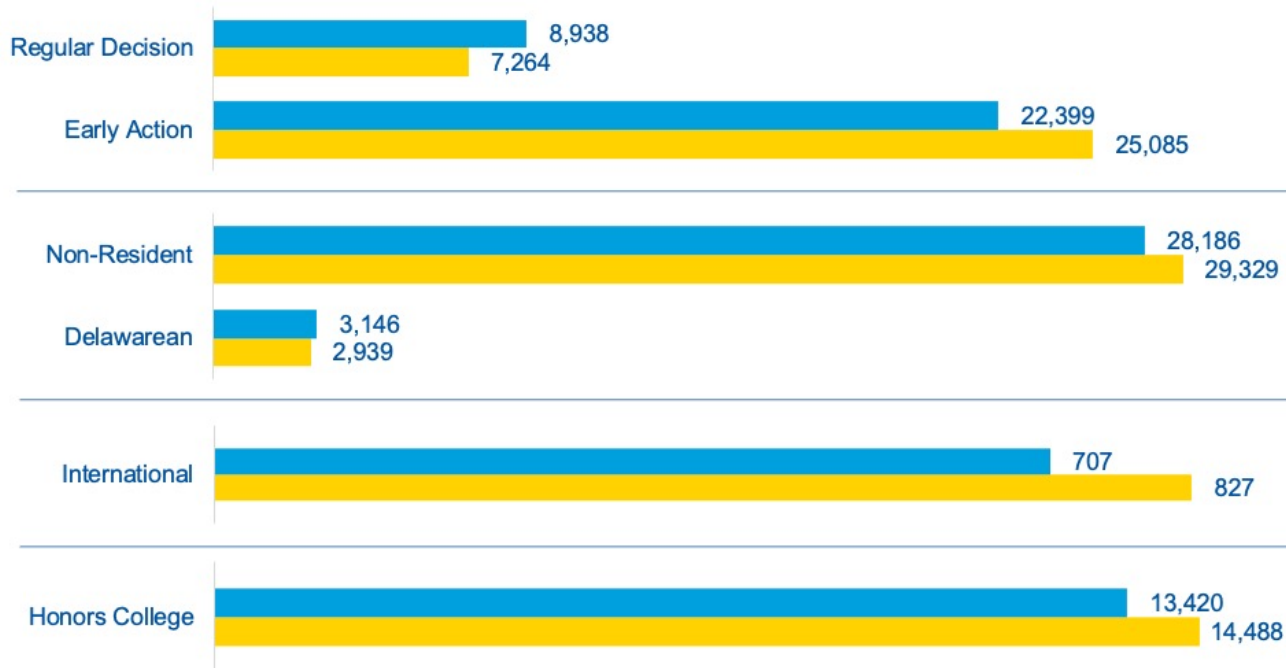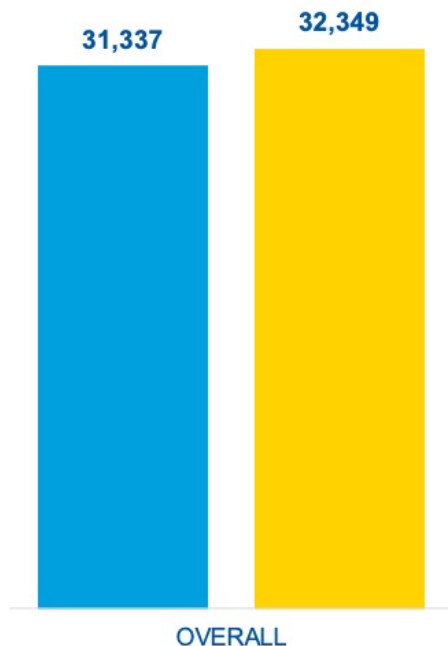|		
1	University of Virginia-Main Campus	91%
2	University of North Carolina at Chapel Hill	85%
3	University of California-Los Angeles	84%
4	University of California-Berkeley	82%
5	University of Michigan-Ann Arbor	81%
6	University of Massachusetts-Amherst	76%
7	Binghamton University	75%
	Florida State University	74%
8	University of Connecticut	74%
	University of Maryland-College Park	74%
	University of California-Santa Barbara	73%
9	**University of Delaware**	**73%**
	University of Minnesota-Twin Cities	73%
	Indiana University-Bloomington	72%
	The University of Texas at Austin	72%
10	University of California-Irvine	72%
	University of California-San Diego	72%
	University of Florida	72%
	University of Illinois Urbana-Champaign	72%

Commencement 2024
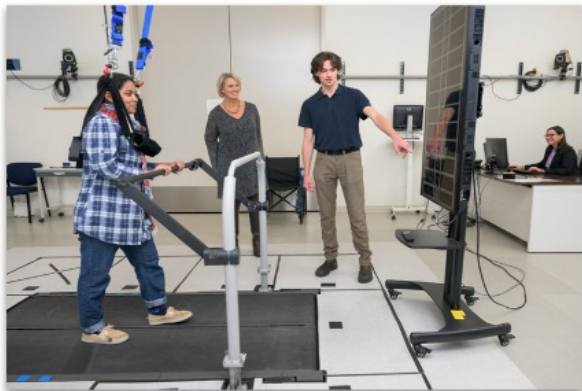
IPEDS 2022-23 Graduation Rate Survey, 2016 cohort

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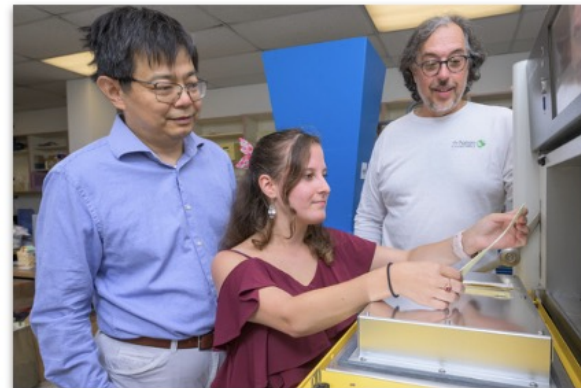
Student Success

Building the Class of 2029

■ Applications for fall 2024 admission   ■ Applications for fall 2025 admission

OVERALL

- 31,337
- 32,349

Category	Fall 2024	Fall 2025
Regular Decision	8,938	7,264
Early Action	22,399	25,085
Non-Resident	28,186	29,329
Delawarean	3,146	2,939
International	707	827
Honors College	13,420	14,488

Point-in-time data as of Nov. 29

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Faculty mentoring advances student success

Retaining students through advising and support

First- to Second-Year Retention Rates
(by cohort year)

■ Residents ■ Non-Residents

	Residents	Non-Residents
Fall 2019 to Fall 2020	91.2%	88.9%
Fall 2020 to Fall 2021	89.4%	92.4%
Fall 2021 to Fall 2022	90.5%	90.8%
Fall 2022 to Fall 2023	91.0%	89.7%
Fall 2023 to Fall 2024	92.6%	91.7%

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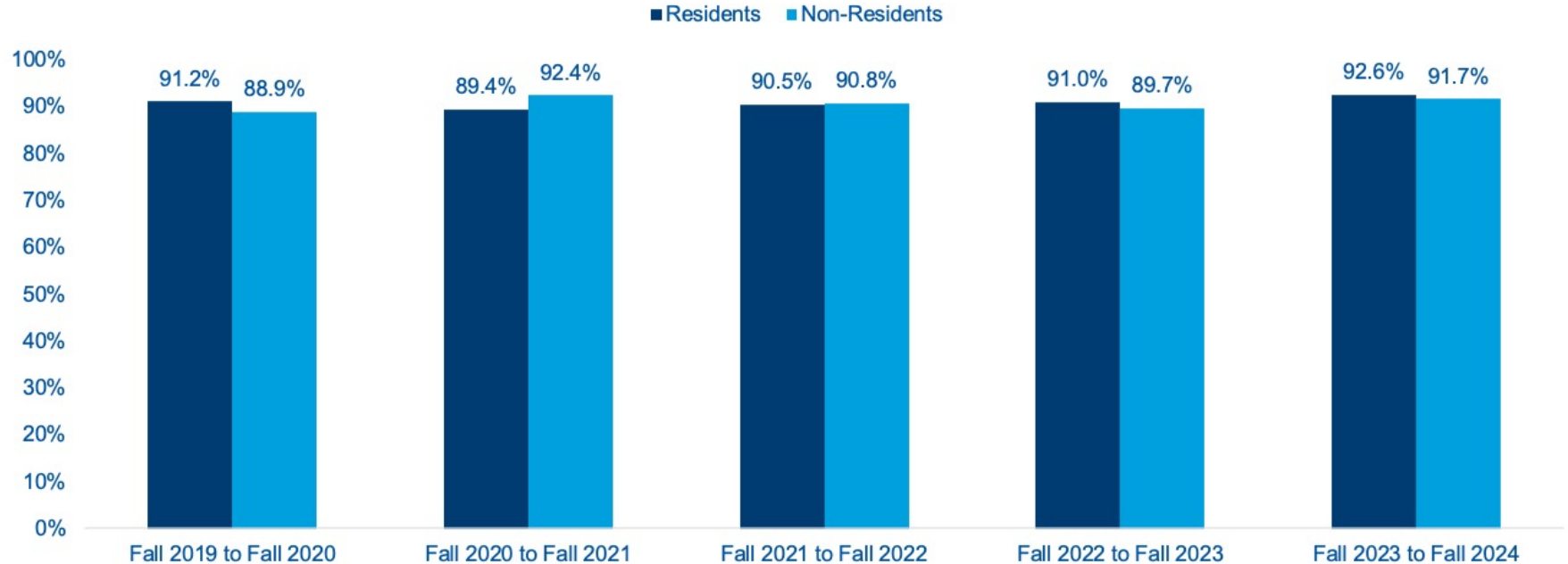
Honors students as ambassadors of excellence

11 of 14 undergrads on President's Student Leadership Council

2 of 5 SNF Ithaca Student Leaders

1 Siegfried Fellow

3 recognized in First Year Common Reader Essay Contest

Honors College 4-year Graduation Rates

88%
Overall

83%
Pell-Eligible

85%
First-Generation

(10-year average for incoming classes starting fall 2009 through fall 2018)

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Student-athletes show UD excellence on the field

Men's Basketball starts 3-3

Football finishes 9-2

Field Hockey wins 10th CAA Championship in last 12 years

Volleyball clinches share of CAA Regular Season Championship

21 consecutive semesters student-athletes post average 3.0 GPA or better (3.31 in 2023-24)
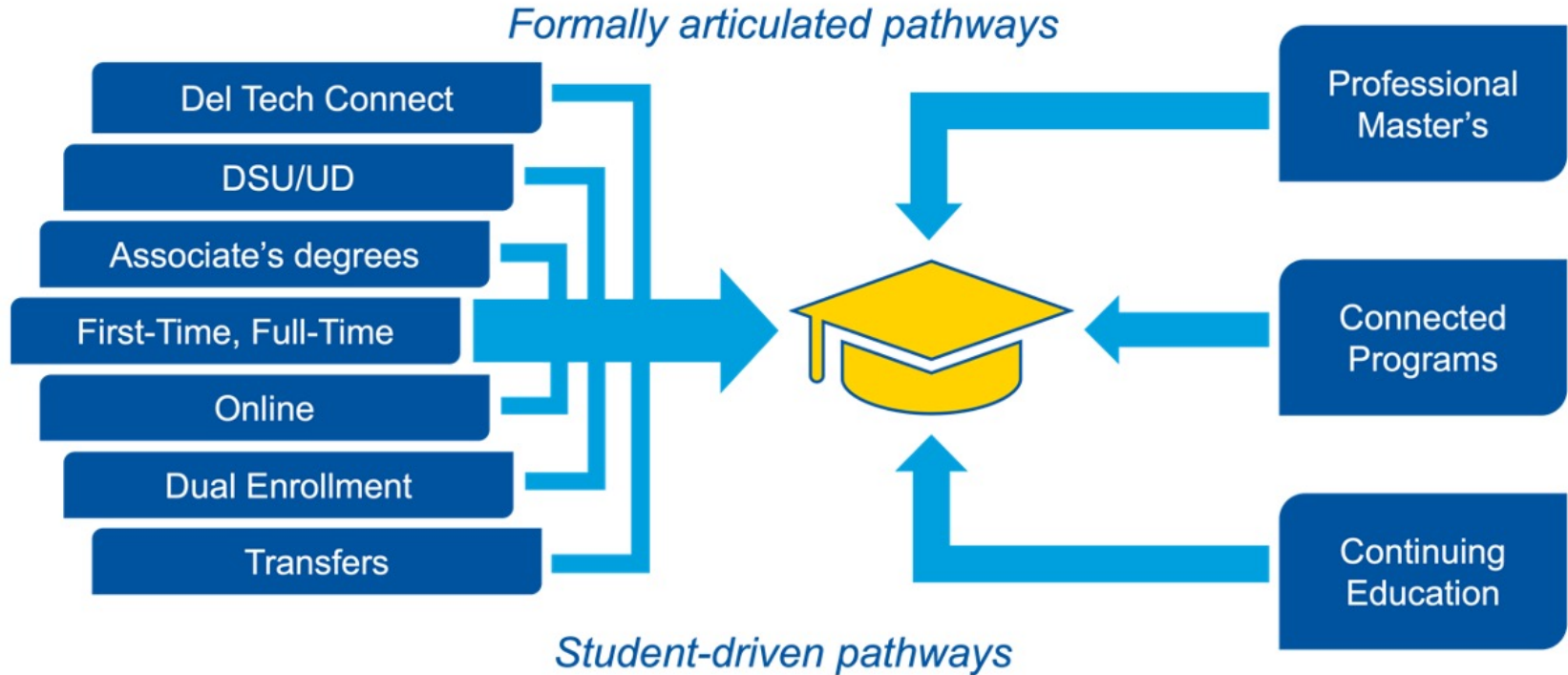
Programs, Pathways & Possibilities

New programs ready to begin enrollment

9 Professional Masters Programs

10 New Majors and Minors

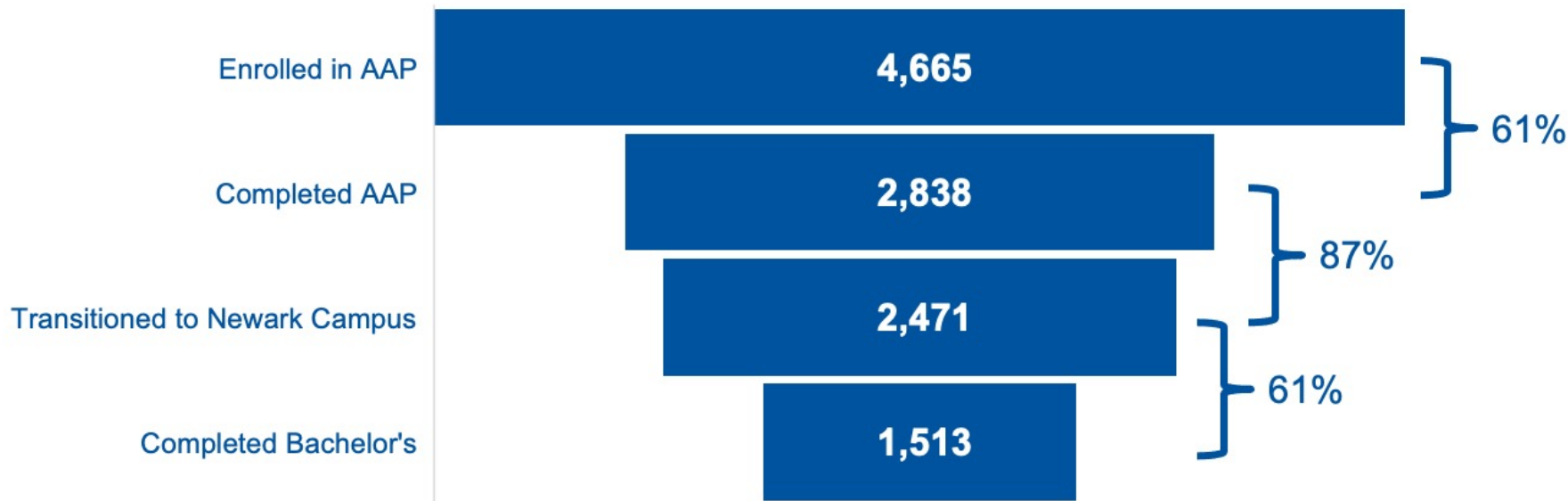**5 Certificate Programs**

39 Winter & Summer Classes

- Animal Nutrition
- Chinese Education
- Expansion of Honors College
- Integrated Health Sciences - with Jefferson and Widener
- Master of Chamber Music
- Military Leadership
- Spanish for Economics and Finance
- Spanish for Healthcare
- Theatre Studies

Enrollment plan expands educational pathways

Formally articulated pathways

Del Tech Connect

DSU/UD

Associate's degrees

First-Time, Full-Time

Online

Dual Enrollment

Transfers

Professional Master's

Connected Programs

Continuing Education

Student-driven pathways

Building on the success of AAP

AY2013-14 — AY2023-24 — Associate in Arts Program

Enrolled in AAP	4,665
Completed AAP	2,838
Transitioned to Newark Campus	2,471
Completed Bachelor's	1,513

61%

87%

61%

* An additional 5% (233) did not finish associate's degree, but transferred to bachelor's degree at UD

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DSU/UD Dual Degree Program in Engineering

Welcomed first cohort of students to Newark from DSU in Summer 2024

- Two bachelors to master's agreements
- Two bachelors to bachelor's agreements
- Several more agreements are in the works

Beneficial Programs for UD and the State of Delaware

- Responsive to the state's needs for a more diverse engineering workforce
- State supports student scholarships
- Delaware industry committed to experiential learning and internship opportunities

Return to the Roost

New initiative from Office of the Provost, UD Online, DAR, OCM and PCS to provide reskilling and upskilling for alumni and other constituents

Data analysis identifies gaps between the skills employers want and the skills our alumni possess

Leverages existing assets already offered by PCS and academic departments
- 25+ fully online master's degrees and graduate certificates
- Plus, a solid menu of online, non-credit certificates that award digital badges

Marketing to alumni as a perk of being a Blue Hen, in partnership with DAR
- Exploring additional opportunities to get the message to our alumni

More coming in summer 2025
- Identify opportunities for additional programs and credentials to address skills gaps

Summer / Winter Sessions

Highlights and New Offerings

More than 21,000 Winter and Summer enrollments in 2024 — increase over 2023

Positive outlook for Winter 2025 enrollment — increase in Associate in Arts, graduate and continuing education students
- Offers students opportunity to catch up or get ahead in their studies
- Associate degree students can now use SEED funding to take classes in winter and summer sessions, which will help them decrease time to degree

Offering unique "winter only" courses — *Civility in Public Discourse, Introduction to Data Science, Classical Tropes in Taylor Swift's Lyrics*

Option to earn new undergraduate, pre-baccalaureate certifications — Ethics, Business Essentials or Entrepreneurship

Will continue to expand winter and summer offerings to help our students advance their studies and meet their educational goals

Faculty Research, Scholarship and Innovation

Committed to supporting new faculty

45%

Current faculty hired and retained since July 2016

Mi-Ling Li (CEOE)
Global fishing patterns and human exposure to methylmercury

Maik Kecinski (CANR)
Environmental economics project for Army Corps of Engineers

Tarang Parekh (CHS)
Linking symptom searches on Google with RSV prevalence

Faculty Awards and Recognitions

Highly Cited Researchers

Lifetime Achievement Mathematics Education

Campbell Medal

Sloan Fellow

Green Chemistry Challenge Winner

Yushan Yan, Wendy Smith, Kelvin Fu

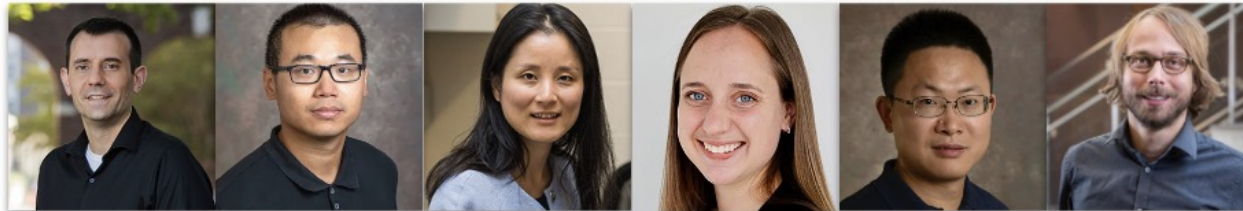James Hiebert

David Wunsch

Maryam Vaziri-Pashkam

Dionisios Vlachos

Alison Award

Bill Matthaeus

National Science Foundation Awards

Jeff Mugridge, Xing Gao, Tingyi Gu, Alexandra Bayles, Xi Peng, Benjamin Jungfleisch

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UD — A research powerhouse

- Among **146** Carnegie Foundation "R1: Doctoral Universities – Very high research activity"

- Among **Top 100** institutions for Federal Science and Engineering Obligations
  (without our own medical school)

- **#28 out of the public institutions** for non-medical school expenditures

- **#45 nationally out of 626 in R&D expenditures**
  (excluding medical school expenditures)

Research strengths in multiple fields

Life sciences
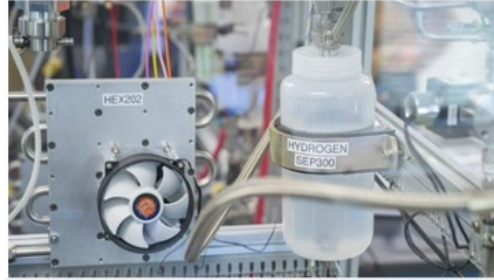
Clean energy

Env. sciences & sustainability

Humanities & social sciences

Advanced materials

Data science

First State AI Institute at UD

AI Center of Excellence
at University of Delaware

CAR

National Artificial Intelligence Research Institutes

Artificially Intelligent Manufacturing (AIM) Paradigm for Composites EFRC Center

AI for research

Ethical AI

AI for academics

AI for operations

UD Study AiDE
SHAPING THE STRATEGIC INTEGRATION OF EMERGING AI

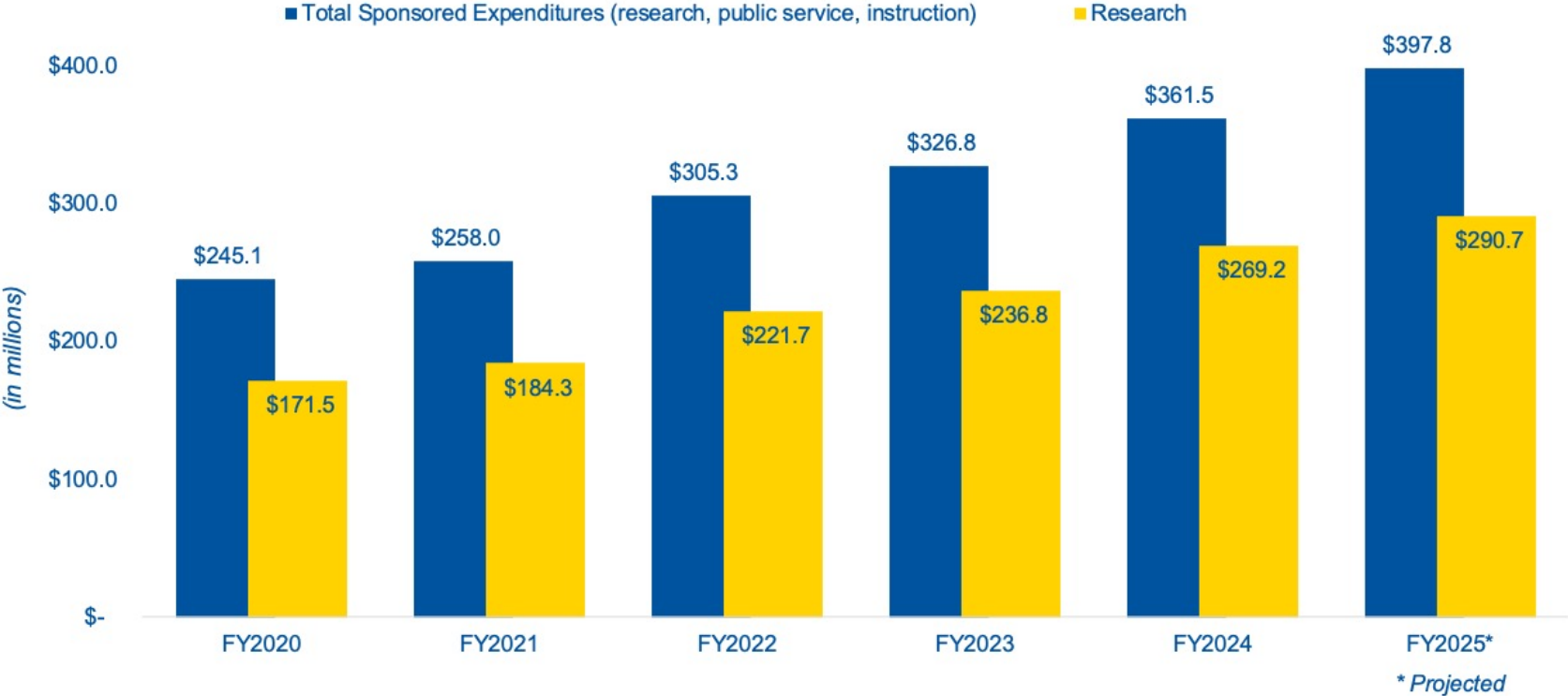**ARTIFICIAL INTELLIGENCE FOR TEACHING AND LEARNING AT UD**

Research Office

Advising Central

General Counsel

Center for Science, Ethics & Public Policy

Computing & Data Science Training for Materials Innovation, Discovery, AnalyticS (MIDAS)

Research and Total Sponsored Expenditures

■ Total Sponsored Expenditures (research, public service, instruction)   ■ Research

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025*
Total Sponsored Expenditures	$245.1	$258.0	$305.3	$326.8	$361.5	$397.8
Research	$171.5	$184.3	$221.7	$236.8	$269.2	$290.7

(in millions)

Projected

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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

The importance of undergraduate research and scholarship

"No matter the subject area, research participation is an asset for undergrads. Studies show students who participate earn better grades, are more likely to graduate and are better equipped for graduate school or careers."

Source: *U.S. News & World Report*

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Fostering economic development

UD Inventors Recognition

$3.2B
UD's annual economic footprint in Delaware

13
UD researchers named to National Academy of Inventors

41
Utility/PCT patents last year

$3.77M
licensing revenue in 2024

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Operational Progress

Update on FY25 budget projections

Board-Approved Budget (Spring)
- Shortfall of $20M - $54M

Early Sept. Revision
- Shortfall of $20M - $45M
- Cost mitigation in partnership with academic sector
- Additional state funding
- FLSA impact reversed

Since Sept.
- Net undergraduate tuition shortfall due to unexpectedly high melt rate
- Net graduate tuition target overly aggressive
- Financial aid pressures

Mitigating the shortfalls
- Increase spring transfer students
- Increase winter/summer session enrollments
- Optimize student financial aid
- Increase gift revenue

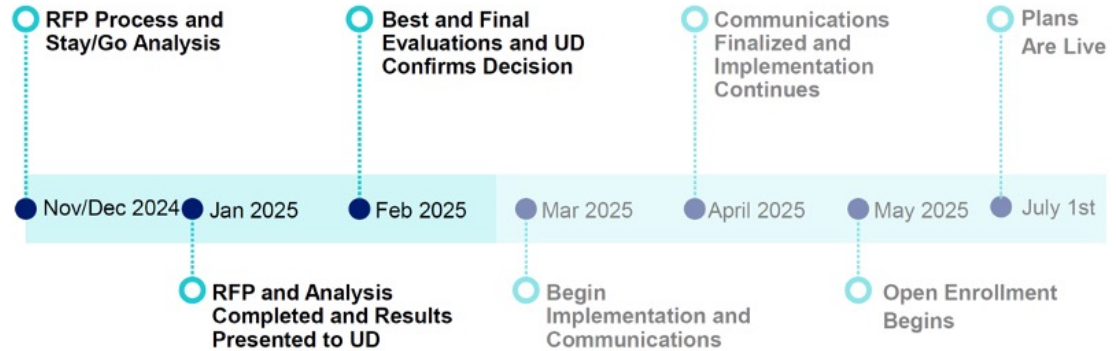**Successful mitigation depends on everyone's efforts!**

Providing affordable health insurance

- **Benefits & Cost Containment Committee exploring options for alternative coverage**
  - Staff, AAUP, AFSCME, FOP and retired faculty

- **Working with Segal (benefits broker) to review options**
  - Segal analyzing UD employees' claim history to determine savings potential
  - Also requesting current carriers to mirror existing plans for medical, Rx and supplemental

Timeline:

- RFP Process and Stay/Go Analysis — Nov/Dec 2024
- Jan 2025
- RFP and Analysis Completed and Results Presented to UD
- Best and Final Evaluations and UD Confirms Decision — Feb 2025
- Mar 2025 — Begin Implementation and Communications
- Communications Finalized and Implementation Continues — April 2025
- May 2025 — Open Enrollment Begins
- Plans Are Live — July 1st

Empowering Units with Budget Transparency

Revenues:
Base allocation
Growth Targets
Incentives

—

Expenses:
Instructional
Research
Faculty
Administration

=

Balance:
Discretionary
[Spend 95%]

Features to empower: Predictable base; Ability to smooth; Incentives for Growth

Timeline:

Provost to College Allocations: Completed

→

College to Department Allocations:
95-100% Completed

→

Department to Faculty: Underway

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The challenge of deferred maintenance

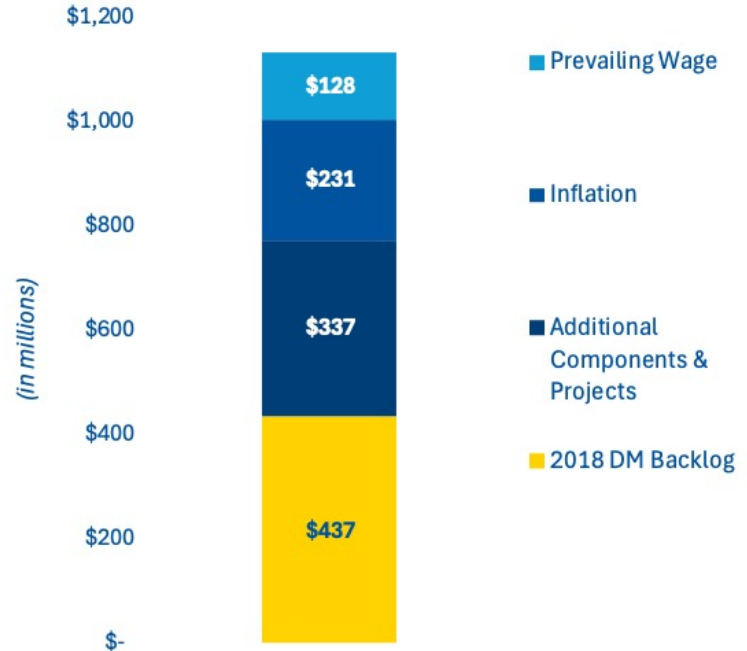A "hidden liability" for institutions nationwide —
Moody's Ratings

- $750B to $950B over the next decade for 500 colleges rated by Moody's

UD has:

- 461 buildings
- Average building age = 51 years
- 10,000,000 square feet of space

Progression of Deferred Maintenance

Stacked bar chart (in millions):
- Prevailing Wage: $128
- Inflation: $231
- Additional Components & Projects: $337
- 2018 DM Backlog: $437

Y-axis: $-, $200, $400, $600, $800, $1,000, $1,200

Strategies for addressing deferred maintenance

Consolidation of campus services and activities to optimize space

Initiative to invest $8M in classroom renovations and technology upgrades

New construction where it makes sense in place of spending on deferred maintenance backlog

Public-private partnerships to extend and amplify UD's expertise and resources

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Day-to-Day Improvement Initiative

President and Provost Commitment of Funds: $8M

Advisory Team Formed: Faculty, Registrar, IT, Facilities, Provost

Classroom Technology Assessment Completed; Phase 1 implementation underway

Classroom Refurnish and Refinish Assessment Completed for Centralized Classrooms

Advisory team:
- Prioritize centralized and college rooms for refurnishing
- Coordinate timing with IT plan
- Identify pedagogically sound layout and furniture design

Progress thus far:

Fall 24 — IT Improvements: Allison 206, Carpenter Sports 002, 003, Gore 310, Kirkbride (4 rooms), Old College 325, Recitation 101, Smith 209, 241, Wolf 100

Winter 25 — Construction and IT: Penny 004, 209, 114

Spring Break 25 — Furniture: Penny 204, 209, 114

Summer 25 —
- IT: Alison (12 rooms), Kirkbride (3), Colburn (3), Gore 218, Sharp 130, 131
- Room: Sharp 130, 131

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Thank you.

University of Delaware

General Faculty Meeting

President Dennis Assanis

December 2, 2024

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