Enrollment Overview
Total Undergraduate Enrollment
- Newark = 18,144 (Fall 2016 Undergraduate enrollment was 17,669)
  - 36% Delaware Residents
  - Largest enrollment of minority students
  - 4.8% International Students (from 4.1% Fall 2016)

- Associate of Arts program = 804 students

First Year Newark Enrollment
- Record number of applications, overall and by residency received = 27,507
  - 22% more applications from Delaware students than Fall 2014
  - Selectivity = 61% compared to 65% last year

- Largest freshman class in history of UD = 4,306
  - Record enrollment of Delaware students = 1,402 (32.6% of freshman)
    - Test optional is promoting access: 220 of 700 applicants enrolled Delaware students applied test optional
      - 119 White
      - 37 Black/African American
      - 31 Hispanic
      - 9 Multi-Ethnic
      - 76 First Generation
      - 100 Pell Students
Fall 2017 Enrollment Overview

First Year Newark Enrollment (cont.)

- **Profile**
  - Median GPA, 3.51-3.92 (25th-75th percentile)
  - Median SAT band 1,180-1,350 (25th – 75th percentile)*
  - Honors Enrollment = 531 students
  - Enrollment in affinity programs = 146 (Delaware Innovation Fellows, Community Engagement Scholars, Cybersecurity Scholars, Grand Challenge Scholars)
  - World Scholar Enrollment = 79 (40 at John Cabot in Rome and 39 at St. Louis University, Madrid)

- **Diversity**
  - Largest class of underrepresented minority students (URM), 721 (16.7% of class), 20% greater than largest previous URM enrollment (Fall 2014)
    - Largest classes of URM students by residency; 39% more Delaware URM than largest prior year (Fall 2016) and 4% more non-resident URM than largest prior year (Fall 2014)
  - Largest class of international students, 228 (5.3% of class), 22% greater than largest previous international freshman class (Fall 2016)
  - Record enrollment of direct entry international students

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* SAT went through a major revision, so it is difficult to compare one year to another.

New SAT scores saw confusion over how to tell a good result, Washington Post, 9/26: The College Board discourages comparisons, calling this year’s results a new baseline. David Coleman, president of the College Board, acknowledged that the transition has caused misunderstandings. “By next year, we’ll turn the page and this period of some confusion will be over,” he said.
First Year Associate of Arts Program enrollment = 364
  • 25% of the Newark and AAP enrollment of Delaware students are URM students, compared to 23%, 22%, and 21% the prior three years

Transfer enrollment = 411
  • Largest transfer enrollment in three years
  • Largest URM transfer enrollment over the past four years
Fiscal Year 2018 Budget & Capital Plan
### FY 2017 Projection and FY 2018 Budget ($000s)

#### Q2 Year-End Projection

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% vs. PFY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>$519,232</td>
<td>$563,685</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate Tuition &amp; Fees</td>
<td>443,731</td>
<td>462,976</td>
<td>19,245 (4.3)</td>
</tr>
<tr>
<td>Graduate Tuition &amp; Fees</td>
<td>93,839</td>
<td>95,071</td>
<td>1,232 (1.3)</td>
</tr>
<tr>
<td>Other Tuition &amp; Fees</td>
<td>34,736</td>
<td>37,056</td>
<td>2,320 (6.7)</td>
</tr>
<tr>
<td><strong>Total Tuition &amp; Fees</strong></td>
<td>572,306</td>
<td>595,103</td>
<td>22,797 (4.0)</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>121,186</td>
<td>118,794</td>
<td>(2,392) (2.0)</td>
</tr>
<tr>
<td>Federal Appropriation</td>
<td>3,443</td>
<td>3,154</td>
<td>(289) (8.4)</td>
</tr>
<tr>
<td>Contracts &amp; Grants Federal, State, &amp; Other</td>
<td>141,642</td>
<td>155,730</td>
<td>14,088 (9.9)</td>
</tr>
<tr>
<td>F&amp;A Cost Recoveries</td>
<td>35,351</td>
<td>39,239</td>
<td>3,888 (11.0)</td>
</tr>
<tr>
<td>Gifts</td>
<td>34,407</td>
<td>38,689</td>
<td>4,282 (12.4)</td>
</tr>
<tr>
<td>Endowment Payout and Other Inv. Income</td>
<td>67,555</td>
<td>68,229</td>
<td>674 (1.0)</td>
</tr>
<tr>
<td>Other Sources Revenue</td>
<td>52,164</td>
<td>68,170</td>
<td>16,006 (30.7)</td>
</tr>
<tr>
<td><strong>Auxiliaries</strong></td>
<td>122,003</td>
<td>127,039</td>
<td>5,036 (4.1)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,150,058</td>
<td>1,214,147</td>
<td>64,089 (5.6)</td>
</tr>
</tbody>
</table>

#### Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>% vs. PFY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Tuition</td>
<td>443,731</td>
<td>462,976</td>
<td>19,245 (4.3)</td>
</tr>
<tr>
<td>Student Aid</td>
<td>(92,907)</td>
<td>(103,086)</td>
<td>(10,179) (11.0)</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>350,824</td>
<td>359,890</td>
<td>9,066 (2.6)</td>
</tr>
<tr>
<td>Graduate Tuition &amp; Fees</td>
<td>93,839</td>
<td>95,071</td>
<td>1,232 (1.3)</td>
</tr>
<tr>
<td>Graduate Tuition Expense</td>
<td>(63,144)</td>
<td>(63,985)</td>
<td>(842) (1.3)</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>30,695</td>
<td>31,086</td>
<td>391 (1.3)</td>
</tr>
<tr>
<td></td>
<td>Q2 Year-End Projection</td>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FY 2017</td>
<td>FY 2018</td>
<td>PFY 2017</td>
</tr>
</tbody>
</table>
| **Total Revenue**    | $1,150,058 | $1,214,147 | $64,089 | 5.6%
| **Expense**          |          |          |          |          |
| Professional Salaries| 150,191  | 164,473  | 14,282  | 9.5%
| Faculty Salaries     | 148,822  | 159,867  | 11,045  | 7.4%
| All Other Salaries   | 145,882  | 150,797  | 4,916   | 3.4%
| Fringe Benefits      | 162,394  | 166,438  | 4,043   | 2.5%
| **Total Compensation**| 607,289 | 641,575  | 34,286  | 5.6%
| Travel               | 26,909   | 28,945   | 2,036   | 7.6%
| Supplies and Expense and Other | 113,122 | 127,982  | 14,859  | 13.1%
| Graduate Tuition Expense | 63,144 | 842      | 1.3%
| Student Aid          | 92,907   | 103,086  | 10,179  | 11.0%
| Plant M&O            | 77,776   | 85,557   | 7,781   | 10.0%
| Subcontracts - Sponsored Agreements | 25,984 | 36,916   | 10,932  | 42.1%
| Library Books, Cap Equip & Svcs | 23,774 | 23,717   | 57      | (0.2)
| Debt Service         | 38,668   | 42,488   | 3,820   | 9.9%
| **Total Expenditures**| 1,069,574 | 1,154,251 | 84,678  | 7.9%
| Endowment Transfers (to) / from | (410)  | (268)    | 142     | (34.6)
| **Operating Surplus/(Deficit) before Capital** | 80,074 | 59,627   | (20,446) | (25.5)
| Margin               | 7.0%     | 4.9%     |          |          |
### FY 2017 Projection and FY 2018 Budget ($000s)

<table>
<thead>
<tr>
<th></th>
<th>Q2 Year-End Projection</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2017</td>
<td>FY 2018</td>
</tr>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>519,232</td>
<td>563,685</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,150,058</td>
<td>1,214,147</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>1,069,574</td>
<td>1,154,251</td>
</tr>
<tr>
<td><strong>Endowment Transfers (to) / from</strong></td>
<td>(410)</td>
<td>(268)</td>
</tr>
<tr>
<td><strong>Operating Surplus/(Deficit) before Capital</strong></td>
<td>80,074</td>
<td>59,627</td>
</tr>
</tbody>
</table>

**Major Capital**

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>PFY 2017</th>
<th>PFY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts for Capital</td>
<td>1,359</td>
<td>7,841</td>
<td>6,482</td>
<td>477.1</td>
</tr>
<tr>
<td>Bond Proceeds</td>
<td>38,725</td>
<td>62,949</td>
<td>24,224</td>
<td>62.6</td>
</tr>
<tr>
<td>State Bond Bill Appropriation</td>
<td>5,246</td>
<td>8,000</td>
<td>2,754</td>
<td>52.5</td>
</tr>
<tr>
<td>Other Capital Funding</td>
<td>498</td>
<td>267</td>
<td>(231)</td>
<td>(46.3)</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>(81,449)</td>
<td>(133,346)</td>
<td>(51,897)</td>
<td>63.7</td>
</tr>
<tr>
<td><strong>Capital Funded from Operations</strong></td>
<td>(35,621)</td>
<td>(54,289)</td>
<td>(18,668)</td>
<td>52.4</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) after Capital</strong></td>
<td>44,453</td>
<td>5,338</td>
<td>(39,114)</td>
<td>(88.0)</td>
</tr>
<tr>
<td>Margin</td>
<td>3.9%</td>
<td>0.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td>563,685</td>
<td>569,023</td>
<td>5,338</td>
<td>0.9</td>
</tr>
</tbody>
</table>
- FY18 State budget appropriation was reduced by 2%
- In early August, 2017 the State informed us of an additional cut of $87k

<table>
<thead>
<tr>
<th>Special Lines</th>
<th>FY 2017 Appropriation</th>
<th>FY 2018 Final Appropriation</th>
<th>FY 2017 Vs. FY 2018 Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>10,355.7</td>
<td>10,355.7</td>
<td>0.0</td>
</tr>
<tr>
<td>College of Agriculture</td>
<td>5,515.7</td>
<td>5,405.3</td>
<td>(10.4) -2.0%</td>
</tr>
<tr>
<td>Great Beginnings</td>
<td>19.9</td>
<td>17.9</td>
<td>(2.0) -10.1%</td>
</tr>
<tr>
<td>College of Business &amp; Economics</td>
<td>1,778.0</td>
<td>1,742.4</td>
<td>(35.6) -2.0%</td>
</tr>
<tr>
<td>College of Arts &amp; Sciences (2)</td>
<td>2,851.5</td>
<td>2,794.5</td>
<td>(57.0) -2.0%</td>
</tr>
<tr>
<td>Women's Leadership Training Programs</td>
<td>11.3</td>
<td>10.2</td>
<td>(1.1) -9.7%</td>
</tr>
<tr>
<td>College of Education &amp; Public Policy (2)</td>
<td>2,829.2</td>
<td>2,772.6</td>
<td>(56.6) -2.0%</td>
</tr>
<tr>
<td>College of Earth, Ocean, &amp; Environment</td>
<td>850.1</td>
<td>833.1</td>
<td>(17.0) -2.0%</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>827.9</td>
<td>811.3</td>
<td>(16.6) -2.0%</td>
</tr>
<tr>
<td>College of Health Sciences</td>
<td>565.5</td>
<td>554.1</td>
<td>(11.4) -2.0%</td>
</tr>
<tr>
<td>Nursing Program Expansion Initiative</td>
<td>250.0</td>
<td>247.5</td>
<td>(2.5) 0.0%</td>
</tr>
<tr>
<td>Other Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delaware Biotechnology Institute</td>
<td>548.4</td>
<td>494.8</td>
<td>(53.6) -9.8%</td>
</tr>
<tr>
<td>Diversity Enhancement (Minority Recruitment Prog)</td>
<td>274.6</td>
<td>247.8</td>
<td>(26.8) -9.8%</td>
</tr>
<tr>
<td>Improved Campus Security</td>
<td>94.4</td>
<td>85.2</td>
<td>(9.2) -9.7%</td>
</tr>
<tr>
<td>Library Automation</td>
<td>44.2</td>
<td>39.8</td>
<td>(4.4) -10.0%</td>
</tr>
<tr>
<td>Multimedia Center</td>
<td>183.8</td>
<td>165.7</td>
<td>(18.1) -9.8%</td>
</tr>
<tr>
<td>Software License Support</td>
<td>267.4</td>
<td>240.6</td>
<td>(26.8) -10.0%</td>
</tr>
<tr>
<td>Total Special Lines</td>
<td>27,267.6</td>
<td>26,818.5</td>
<td>(449.1) -1.6%</td>
</tr>
<tr>
<td>Total Operating Budget</td>
<td>121,185.9</td>
<td>118,793.5</td>
<td>(2,392.4) -2.0%</td>
</tr>
</tbody>
</table>
The FY 2018 budget process is unique. Initial discussions of the RBB/BUD model in Fall 2016 attempted to modify the existing model, however there were no easy adjustments that allowed for funding of strategic priorities.

- **RBB/BUD Strengths include:**
  - More control over unit budgets.
  - Ties resources to activities in a predictable way.
  - Encourages academic leaders to incorporate strategies into academic planning.

- **RBB/BUD Weaknesses include:**
  - RBB does not easily facilitate strategic priorities that improve quality, inclusive excellence, student success or graduate school.
  - Interdisciplinary collaboration was not easily achieved
  - Allowed for large reserve balances while other priorities were funded

- **Tentative Timeline – Winter 2018:** new budget model for FY 2019 announced.
Capital Plan
The 10 Year Capital Plan includes a number of projects totaling $170MM in Existing Initiatives and $290MM in New Initiatives.

- Campus Renewal
  - Worrilow Renovation
  - Drake Phase II
  - Sharp Laboratory

- Laird Campus Housing
  - Construct 600 bed residence hall
  - Demolish Christiana Towers
  - Renovate Pencader Dining

- NIIMBL/BPI

- Social Sciences with Graduate School

- Athletics Performance Center & west Stadium renovation
Housing Plan
Christiana Towers/South Green Residence Hall

Description

• Christiana Towers
  • Efforts to maintain the Christiana Towers through May 2020 continue. One tower planned for demolition in Summer 2019.
  • Design of 600+/- bed residence hall to begin October 2017; site selection study underway. Construction planned to occur between August 2018 – July 2020

• University Courtyard Apartments
  • Facilities assessment performed in June 2017. All building exteriors were visually surveyed as well as a 10% sampling (27) of the lodging units.

• General Findings
  • Overall condition considered to be Good/Well-Maintained
  • No evidence of water leaks through the building envelope.
  • Interior elements such as cabinetry, appliances, and finishes were generally in Fair condition.
Deferred Maintenance

Deferred Maintenance (DM) ($) by building use

- Academic: 46.1%
- Operations: 20.0%
- Residence Halls: 12.0%
- Administration: 11.6%
- All other: 8.1%
- Dining: 2.1%

The University’s portfolio has a Replacement Value of $3,368,149,958.

Our FY17 Deferred Maintenance Backlog is $437,859,494.

Our current FCI rating is 13.0% (poor).
STAR Campus
Project Comet – Corporate Research Facility at STAR

Description:

Project Comet proposes to construct a research facility at STAR to serve as the worldwide research headquarters for their company.

Key Terms:

- Project Comet to construct 300,000 sq. ft. of office and laboratory space with parking for approximately 400 cars and related site improvements on a +/- 15.4 acre site at STAR.
- Proposed deal terms include a 75 year ground lease to developer SunTrust.
- $300,000 per acre with a frontloaded payment of approximately $4.6MM.
- 25 year space lease to ground leasee.

Collaborative Research Agreement, $4MM over five years:

- $500,000/year for 5-years, renewable, to undertake Applied Research.
- $300,000/year for 5-years, renewal, to undertake Discovery Research.
- Internships for UD undergraduate students.
- Reciprocal agreement between UD and Comet for use of core facilities of each entity.
Description
The Finance Committee approved (1) 50,000 square foot lease that included: base rent, applicable taxes, insurance, operating expenses and common area maintenance costs, with the gross lease rate not to exceed $34 per square foot (2) 11,180 square foot Audion Project with construction costs of $3.6 million and projected annual lease payment of $296,158 and (3) the investment of $4.25 million in Tower tenant improvements along with the purchase of $2.2 million in equipment and furniture.

During final lease negotiations, the College of Health Sciences increased its occupancy needs to include the 7th floor in the New Building with the rentable square footage increase of 10,005. The final Atrium configuration increased by 6,043 square feet as well as an increase of 4,263 square feet due to the inclusion of common area spaces and the demonstration kitchen, resulting in an increase in the total rentable square feet from 61,180 to 81,491.

In addition, during the lease negotiations, the University agreed to fund additional lobby improvements totaling $2.7 million and additional tenant improvements and furniture & fixtures estimated to be $4.1 million.

Lease Terms
Landlord: Delle Donne & Associates
Tenant: University of Delaware – College of Health Sciences
Location: Newly Constructed 10 story tower
Term: 30 years (extension options to be negotiated)
Space: 81,491 nrsf delivered as part of Base Building Rent
Cost: $23.41/nrsf base rent plus applicable taxes, insurance,

Annual lease payment: $ 1.9 million
The 200,000 gsf building will house the National Innovation for Biopharmaceutical Innovation as well as research faculty from various colleges.
Campus Master Plan
What We Learned: Opportunities and Constraints

Based on the information gathering, analysis, mapping, stakeholder engagements, and interviews we have identified a core set of opportunities and constraints facing the University.

**OPPORTUNITIES**

- Prioritize strategic opportunities to PARTNER WITH THE CITY on issues and areas of mutual interest.
- IMPROVE the quality, functionality, character and safety of COLLEGE AVENUE.
- IMPROVE visibility and connectivity to MAIN STREET and surrounding neighborhoods.
- Improve east-west pedestrian circulation throughout the campus.
- IMPLEMENT A WAYFINDING SYSTEM and other strategies to improve campus identity & access.
- INSTITUTE A SUSTAINABILITY PLAN with metrics, goals, and milestones.
- REPURPOSE EXISTING BUILDINGS in Science and Engineering Precinct.
- INCREASE UTILIZATION OF registrar controlled CLASSROOMS at early and late times of day for greater use of existing classrooms.
- CONSIDER parking lots, undeveloped sites and under utilized buildings as DEVELOPMENT SITES CLOSE TO CENTRAL CAMPUS.

**CONSTRAINTS**

- CAMPUS LACKS SENSE OF ARRIVAL at the pariphery.
- RAIL infrastructure DIVIDES THE CAMPUS INTO THREE ZONES and limits circulation to only a few crossing and connections.
- TRANSPORTATION SYSTEMS (vehicular, pedestrian, bicycle, transit) ARE NOT AN INTERCONNECTED NETWORK.
- CIRCULATION PATHS to core campus from adjacent neighborhoods ARE UNCLEAR.
- CAPACITY AND CHARACTER HINDER COLLEGE AVENUE’S potential as the unifying spine of the University.
- NO UNIVERSITY-WIDE SPACE MANAGEMENT function exists to assess space reallocation over time.
- Organizational and budgetary SILOS PREVENT INTEGRATED DECISION MAKING.
- FACILITIES RENEWAL AND DEFERRED MAINTENANCE LACK BUDGETARY PRIORITY.
- Advancement of research in STEM fields is LIMITED BY THE QUALITY AND QUANTITY OF LABORATORY FACILITIES.
- "THE GREEN" LACKS THE ACTIVATION TO MAKE IT THE HEART OF CAMPUS.
Strategic Questions for Phase Two:

1. Should the future Newark Campus be implemented as one brand unifying three distinct areas with their own character?
2. Should the University be a college town or suburban?
3. How big does the University of Delaware want to be in Newark?
4. Which programs should be targeted for growth?
5. What are the best sites for development or redevelopment?
6. What are the sustainability + resiliency goals and policies for the University?
7. What funding levels may be assumed to develop stages for the plan?