Board of Trustees

President Dennis Assanis
December 5, 2023
Our Vibrant Community of Scholars, Innovators and World-Changers
EVOLVING ENROLLMENT MANAGEMENT
Rankings recognize UD’s excellence and impact

- **#36** Among public universities, up 2 spots *(USNWR)*
- **#76** Among nation’s best universities overall, up 13 spots from last year *(USNWR)*
- **#33** Undergrad Entrepreneurship *(Princeton Review)*
- **#86** Among top 400 in the nation *(WSJ/College Pulse)*

- High ranks for undergrad Chemical Eng. (#5), Business, Computer Science, Economics, Engineering, Nursing, Psychology *(USNWR)*
- Listed among Best 389 Colleges, Best Value Colleges, Best Mid-Atlantic, Green Colleges, Top 50 Online MBA Programs *(Princeton Review)*
Undergraduate applications continue record pace

Total Applications

[Bar chart showing the number of total applications from Fall 2020 to Fall 2024, with separate categories for Early Action and Regular Decision.]

Delawareans

[Bar chart showing the number of Delawareans applying from Fall 2020 to Fall 2024, with separate categories for Early Action and Regular Decision.]

International

[Bar chart showing the number of international students applying from Fall 2020 to Fall 2024, with separate categories for Other/Not Specified, 2+ Races, Hispanic/Latino, and Black.]

Domestic Non-White

[Bar chart showing the number of domestic non-white students applying from Fall 2020 to Fall 2024, with separate categories for Other/Not Specified, 2+ Races, Hispanic/Latino, Black, and Asian.]

(All data as of Nov. 30)
Honors College serves high-achieving students

- 270% increase in applications since 2019, now exceeding 17,000 applications for 600 spots!
- Grow Honors enrollment while maintaining the “Honors Way”
- Create the Office of National Fellowships
- Expand alumni engagement and development activities — name the college!

### Class of 2022 Four-Year Graduation Rate

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>All Honors students</td>
<td>89%</td>
</tr>
<tr>
<td>URM Honors students</td>
<td>89%</td>
</tr>
<tr>
<td>Pell-eligible Honors students</td>
<td>84%</td>
</tr>
</tbody>
</table>
Graduate stipends impact yield

Catching up to UD’s competitive peers

Higher UD stipends restore buying power

Minimum-stipend-to-CPI ratio
Minimum-stipend-to-CPI ratio (proj.)
Yield

UD
UMD
UMD (proj.)
Temple
Boston U
Boston U (proj.)
ENHANCING OUR ACADEMIC EXPERIENCE
Recognizing our outstanding faculty members

Francis Alison Award

Joseph Fox
Dept. of Chemistry & Biochemistry

Gerard J. Mangone Young Scholars Award

Kyle Davis
Dept. of Geography & Spatial Sciences

Kenneth Shores
School of Education
UD faculty continue to earn recognition

NSF CAREER Awards: Joshua Cashaback, Catherine Fromen, Jing Gao, Laure Kayser, Jodi Hadden Perilla, Nektarios Tsoutsos & Yuping Zeng

Highly Cited Researchers*: Kelvin Fu, Wendy Smith, Xiang-Gen Xia & Yushan Yan

National Academy of Sciences: James Jones

Delaware Women’s Hall of Fame: Bonnie Meszaros & Lynn Snyder-Mackler

(*Top 1% worldwide in 2023, named by Clarivate)
## Impressive accomplishments in every college

<table>
<thead>
<tr>
<th>CANR</th>
<th>20% growth in grant activity since last year, thanks to 10 new faculty members</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAS</td>
<td>Institute for Community Mental Health public clinic opens in Tower at STAR</td>
</tr>
<tr>
<td>Lerner</td>
<td>Graduation of the inaugural class of SWUFE-UD Joint Educational Institute</td>
</tr>
<tr>
<td>CEOE</td>
<td>Thousands visit Lewes campus for the return of Coast Day, the first since 2019</td>
</tr>
<tr>
<td>CEHD</td>
<td>100% placement rate for Teacher Residency program, helping DE schools</td>
</tr>
<tr>
<td>COE</td>
<td>$119M in research expenditures in FY23, up 15% from last year</td>
</tr>
<tr>
<td>CHS</td>
<td>Screenings and primary care by <em>Health for All</em>; 6,000+ people in since 2020</td>
</tr>
<tr>
<td>Biden School</td>
<td>Institute for Public Administration marks 50th anniversary of research &amp; service</td>
</tr>
<tr>
<td>Honors</td>
<td>Endowment has increased 284% since FY19, supporting more top students</td>
</tr>
<tr>
<td>Graduate</td>
<td>Growing support for students with families, incl. parent resources and childcare info</td>
</tr>
</tbody>
</table>
Harnessing artificial intelligence at UD

AI for Teaching & Learning Working Group
▪ Help guide UD in development of practices and policies regarding the use of emerging AI tools

Ithaka S+R “Making AI Generative for Higher Education”
▪ UD part of nationwide project to assess AI effects on teaching, learning and research

AI Center of Excellence
▪ Research and innovation

AI Seminar Series at Morris Library
▪ Strengths, limitations, ethics and accessibility of AI
▪ Implications for teaching, learning and the future of higher education

udel.edu/artificial-intelligence

A new graduate certificate in AI through the Dept. of Computer & Information Sciences prepares students to succeed in the emerging field.
Celebrating the arts and humanities at UD
ELEVATING RESEARCH FOCUS AND IMPACT
Research continues its reach and impact

$368M Reported R&D in FY22

78th In total research spending, up from 109th

52nd Among public universities, up from 73rd

47th In non-medical research spending, up from 74th

(NSF HERD Data FY22, reported Nov. 2023)
Strengthening our entrepreneurship ecosystem

- Technology Transfer Associates (TTAs) in colleges
  - Foster I&E activity
  - Enhance business intelligence and due diligence
  - Enable broader impact from research

- Faculty Senate recently approved a resolution that includes Innovation & Entrepreneurship activities in the P&T guidelines

- Harnessing opportunities to translate UD-affiliated discoveries into marketable solutions

### Metrics 2019-23 average

<table>
<thead>
<tr>
<th>Metric</th>
<th>2019-23 average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disclosures</td>
<td>43</td>
</tr>
<tr>
<td>Provisional patents</td>
<td>38</td>
</tr>
<tr>
<td>Utility/PCT patents</td>
<td>26</td>
</tr>
<tr>
<td>Patents issued</td>
<td>11</td>
</tr>
<tr>
<td>License agreements executed</td>
<td>6</td>
</tr>
<tr>
<td>Start-ups</td>
<td>3</td>
</tr>
<tr>
<td>SBIR/STTR</td>
<td>3</td>
</tr>
<tr>
<td>Licensing fees &amp; royalties</td>
<td>$2,285,453</td>
</tr>
</tbody>
</table>
UD to lead workforce development in MACH2

Mid-Atlantic Clean Hydrogen Hub

- $750M from Energy Department’s new Regional Clean Hydrogen Hubs program
- Network of hydrogen producers, consumers, local connective infrastructure for hydrogen deployment, and education and training
  - Creation of 20,000+ jobs in the region
- UD leads higher education component, with Cheyney University, Rowan University and the University of Pennsylvania
ENRICHING OUR STUDENT EXPERIENCE
Expanding and elevating the student experience

Housing Investments & Graduate Student Housing
- Student Experience Master Plan to guide capital investments in housing
- Graduate student housing pilot ease first-year transitional housing; new locations and amenities next year

TimelyCare Mental Health Telehealth Platform
- Greater student access to mental health care
- 1,500+ visits by 449 students
- 38% of appointments outside of business hours of the counseling center

Career Readiness Integration through Canvas
- Updated and enhanced modules for career readiness
- Career Center working with faculty to incorporate career development

In Morris Library, student seating has been added to provide more welcoming spaces in the heart of campus.
Ideas and insights: Connecting with our students

Working with PSAC to actively support and promote civil discourse
- Classrooms and academic programs
- Campus experience
- Residential life
- Graduate student experience

Promoting civility throughout our community

Ongoing, proactive meetings with Student Life, DEI and other campus leaders

Elevating attention to campus policies and practices
- Safety
- Discrimination and harassment
- Protecting free speech and academic freedom
INVESTING IN OUR FUTURE
Strategically investing in UD’s intellectual capital

75+ faculty hires underway for FY25 start

Process

▪ Use department metric snapshots
▪ Link to F&A and enrollment growth
▪ Embed in multi-year plan
▪ Factor in retirements, classroom capacity, research growth areas

Sample interdisciplinary themes: Fintech (COE and Lerner), Building X, Biopharmaceuticals, Delaware Biotechnology Institute …

Sample growth areas: AI, Epidemiology, Nursing …

Snapshot of success: New hires in Mechanical Engineering in the past 4-5 years led to a 40% increase in research expenditures over the last year alone to more than $9M.
## Identifying new leaders for key positions

<table>
<thead>
<tr>
<th>Position</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean, College of Agriculture &amp; Natural Resources</td>
<td>Final selection process</td>
</tr>
<tr>
<td>Vice President for Research, Scholarship &amp; Innovation</td>
<td>Campus visits scheduled for December</td>
</tr>
<tr>
<td>Dean, College of Arts &amp; Sciences</td>
<td>Identifying candidates</td>
</tr>
<tr>
<td>Dean, College of Engineering</td>
<td>Search advisory committee formed</td>
</tr>
</tbody>
</table>
Diversifying UD’s supplier and vendor network

$38.4M spent with diverse suppliers in FY23
- Up 84% since FY19

Events
- March 2023 — Supplier Diversity Training and Education Conference
  - ~200 attendees from throughout the region
  - 45 exhibitors
  - 14 classes offered
- March 2024 — Supplier Diversity Education and Training Conference
- May 2024 — Alumni Supplier Diversity event (tentative)
- November 2024 — Veteran’s Supplier Diversity Outreach event
Strong financial profile: S&P affirms UD’s AA+ rating, stable outlook

Enterprise Profile — Extremely Strong

- Market position and demand — “UD enjoys good demand, stable enrollment and solid student quality.”
- Fundraising — “UD has generated significant momentum with its fundraising.”
- Management & governance — “Overall, we view the management team as a strength. … The faculty has increased as part of UD’s efforts to expand its graduate and research presence. The university has robust enterprise risk management that identifies, assesses, mitigates, and monitors risks, which we view favorably.”

Financial Profile — Very Strong

- Financial performance — Limited reliance on state appropriations, majority of revenue from tuition (57%), followed by grants (21%) and state appropriations (10%). “The tuition discount rate has increased somewhat over the past few years but is still comparable with that of related peer institutions at 32.5% (all in rate for UG, grad, other tuition and fees).”
- Financial resources — “Levels [are] healthy and in line with those of peers … endowment return of 5.4% is in line with peer institutions.”
Thoughtfully managing challenges ahead

Enrollment Management: Balancing revenue with student retention and financial aid demands
- Multi-year enrollment plan development — system approach for international, transfers, resident/non-resident, graduate
- Grow external support of scholarship (state, philanthropy), while continuing to manage institutionally funded discount rate

Retention and market compensation pressures: Aligning costs with budget
- Managing budget to address personnel needs (e.g., increasing cost of salaries and benefits) — both for operational stability, as well as institutional evolution/growth (e.g., multi-year faculty hiring plan)

Ongoing non-salary inflation considerations: Managing operating and capital needs
- Align capital project schedule with available resources to ensure successful completion of projects in pipeline (e.g., Building X), while staying the course to match state funding of deferred maintenance and prioritizing externally funded projects
Investing in great places to learn and work

Drake Lab
Addition opened in Spring 2023

FinTech Innovation Hub
Opened October 2023

Spencer Lab
Design Studio renovation official opening in September 2024

Building X
Opening Fall 2024
NEW ERA FOR DELAWARE ATHLETICS
Board of Trustees

President Dennis Assanis
December 5, 2023