

Board of Trustees

President Dennis Assanis

December 5, 2023



Our Vibrant Community of Scholars, Innovators and World-Changers



A group of students and an adult are gathered outdoors at night, participating in a candle-lighting ceremony. The students are wearing blue t-shirts and sweatshirts, some with university-related text like "UNIVERSITY OF FLORIDA" and "1950 National". The adult, wearing a white long-sleeved shirt, is leaning over to light a candle held by a student. The scene is illuminated by string lights in the background, creating a warm and communal atmosphere.

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*)

22

Highly ranked graduate programs, incl. Chem. Eng. (#7) and 9 others in top 50
(*USNWR*)

#86

Among top 400 in the nation
(*WSJ/College Pulse*)

Climbing in Best Value, Social Mobility, Best For Veterans, Undergrad Teaching
(*USNWR*)

High ranks for undergrad Chemical Eng. (#5), Business, Computer Science, Economics, Engineering, Nursing, Psychology
(*USNWR*)

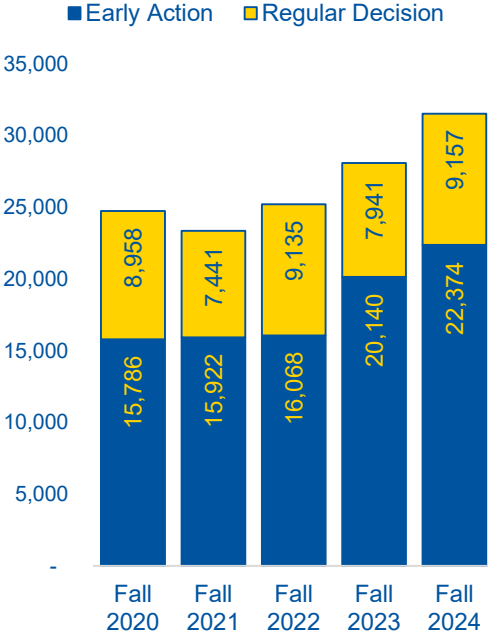
Listed among Best 389 Colleges, Best Value Colleges, Best Mid-Atlantic, Green Colleges, Top 50 Online MBA Programs
(*Princeton Review*)

#33

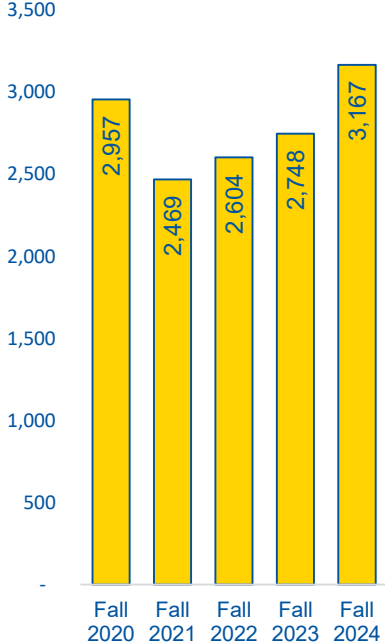
Undergrad Entrepreneurship
(*Princeton Review*)

Undergraduate applications continue record pace

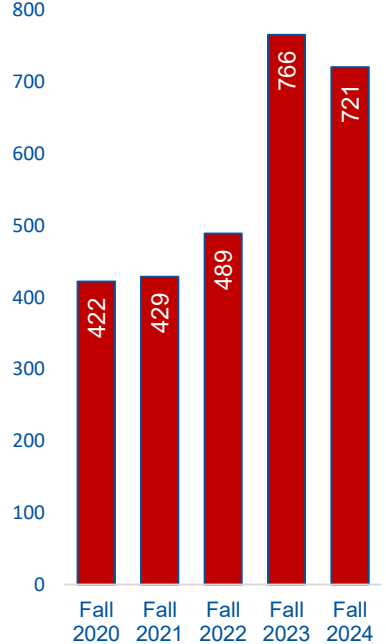
Total Applications



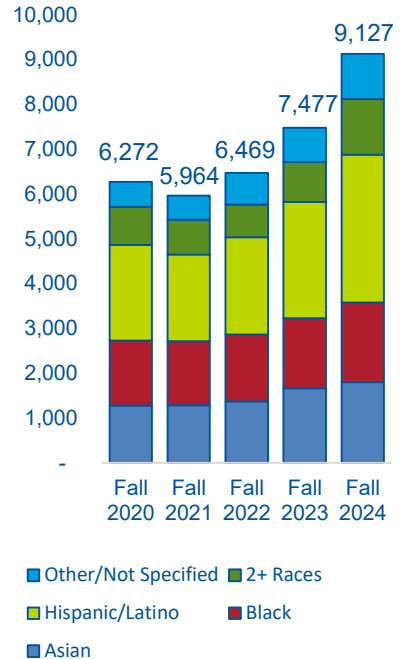
Delawareans



International



Domestic Non-White



(All data as of Nov. 30)



Honors College serves high-achieving students

Class of 2022 Four-Year Graduation Rate

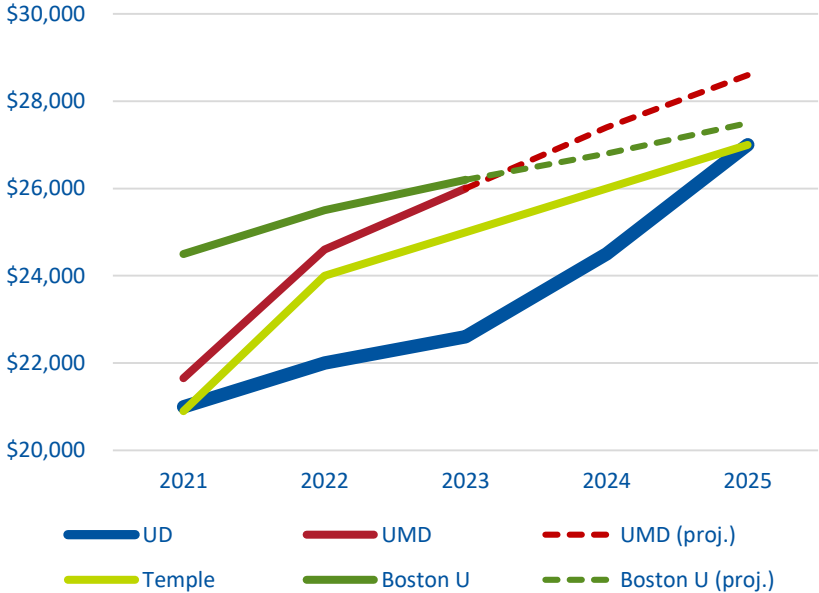
All Honors students	89%
URM Honors students	89%
Pell-eligible Honors students	84%



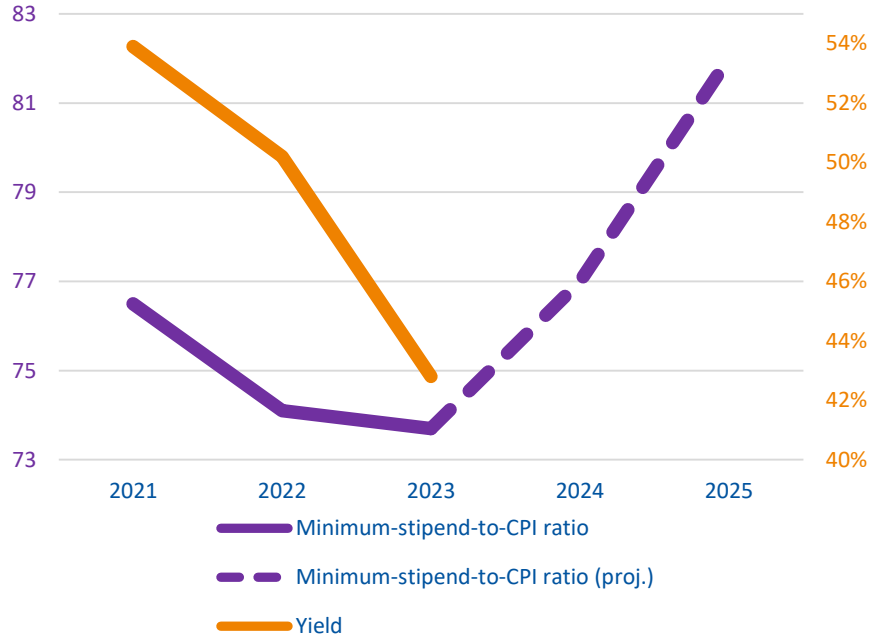
- 270% increase in applications since 2019, now exceeding 17,000 applications for 600 spots!
- Grow Honors enrollment while maintaining the “Honors Way”
- Create the Office of National Fellowships
- Expand alumni engagement and development activities — name the college!

Graduate stipends impact yield

Catching up to UD's competitive peers



Higher UD stipends restore buying power





A man in a blue button-down shirt is standing in a classroom, holding a primate skull with both hands. He is looking at the skull with a focused expression. In the background, several students are seated at desks, some looking towards the man. The scene is brightly lit, and the overall atmosphere is educational.

**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

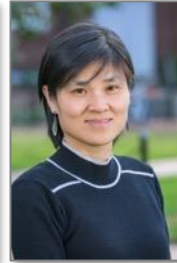
Dept. of Geography &
Spatial Sciences



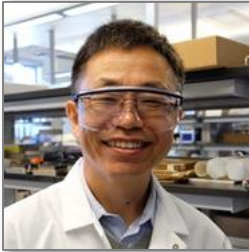
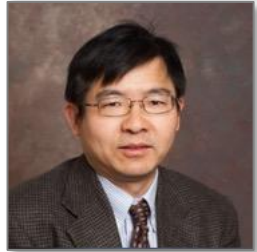
Kenneth Shores

School of Education

UD faculty continue to earn recognition

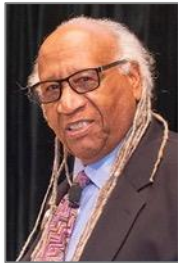


NSF CAREER Awards: Joshua Cashaback, Catherine Fromen, Jing Gao, Laure Kayser, Jodi Hadden Perilla, Nektarios Tsoutsos & Yuping Zeng



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

*(*Top 1% worldwide in 2023, named by Clarivate)*



National Academy of Sciences: James Jones



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

Impressive accomplishments in every college

CANR

20% growth in grant activity since last year, thanks to 10 new faculty members

CAS

Institute for Community Mental Health public clinic opens in Tower at STAR

Lerner

Graduation of the inaugural class of SWUFE-UD Joint Educational Institute

CEOE

Thousands visit Lewes campus for the return of Coast Day, the first since 2019

CEHD

100% placement rate for Teacher Residency program, helping DE schools

COE

\$119M in research expenditures in FY23, up 15% from last year

CHS

Screenings and primary care by *Health for All*; 6,000+ people in since 2020

Biden School

Institute for Public Administration marks 50th anniversary of research & service

Honors

Endowment has increased 284% since FY19, supporting more top students

Graduate

Growing support for students with families, incl. parent resources and childcare info

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”

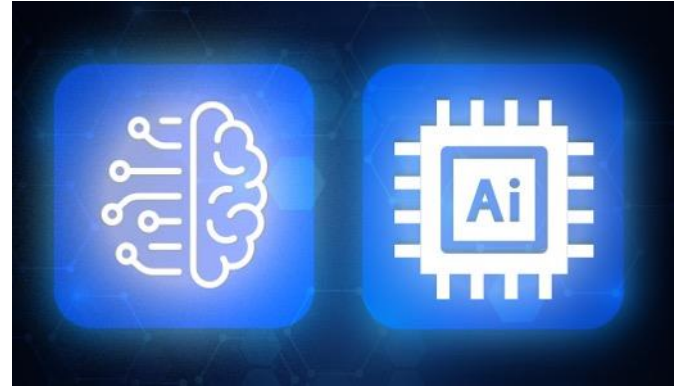
- UD part of nationwide project to assess AI effects on teaching, learning and research

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



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



A woman with curly hair and a green hair clip, wearing a purple tank top and a green necklace, is holding a large, cylindrical mesh filter. A man wearing a blue baseball cap, sunglasses, and a blue t-shirt with "UNIVERSITY OF DELAWARE" on it is looking at the filter. They are standing in a field of tall grasses. A large grey container is visible in the foreground.

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
Disclosures	43
Provisional patents	38
Utility/PCT patents	26
Patents issued	11
License agreements executed	6
Start-ups	3
SBIR/STTR	3
Licensing fees & royalties	\$2,285,453

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



A young woman with braided hair, wearing a blue Adidas hoodie, is smiling and using a blue-handled utility knife to cut a white foam block on a workbench. A man with a beard and glasses, wearing a blue polo shirt, is leaning over the workbench, looking at a white sheet of paper. The background shows a workshop with shelves containing boxes labeled 'Radio Kits', 'Network Cables', and 'USB 2.0 Cables'. There are also red toolboxes and various tools on the workbench.

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

Dean, College of Agriculture & Natural Resources	Final selection process
Vice President for Research, Scholarship & Innovation	Campus visits scheduled for December
Dean, College of Arts & Sciences	Identifying candidates
Dean, College of Engineering	Search advisory committee formed

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