Board of Trustees Meeting

President Dennis Assanis
May 16, 2023
THANK YOU
Celebrating the Class of 2023

About our graduating class

- 6,186 graduates
  - 48 states and territories
  - 89 countries
- 6,347 degrees
  - Undergraduate — 4,745
  - Graduate — 1,602

Commencement — 9:30 a.m., May 27, Delaware Stadium

udel.edu/commencement
Recognizing our honorary degree recipients

Mae Jemison
Honorary Doctor of Science and our Featured Speaker

Sally Ives Gore
Honorary Doctor of Humane Letters

Rakesh Jain
Honorary Doctor of Science

Marichu Valencia
Honorary Doctor of Humane Letters

udel.edu/commencement
Commending the top students of the Class of 2023

Emalea Pusey Warner Award
Aniya Brown
• Pre-Veterinary Medicine (Honors)
  • Minor in Spanish for Healthcare

Alexander J. Taylor, Sr. Award
Brenden Swanik
• Biomedical Engineering (Honors)
Students & alumni earn top national scholarships

**Gates Cambridge**

*Willa Lane, '23,* pursuing PhD in marine biology at Cambridge University

**Truman**

*Preeya Shreeya Parekh, '24,* will pursue PhD in technology policy

*Dana Kullgren, '24,* will pursue PhD in astrophysics

**Goldwater**

*Miyu Mudal amane, '24,* will pursue PhD in chemical engineering

*Derek Wu, '24,* will pursue PhD in microbiology

*Qi Zhang, '24,* will pursue PhD in biochemical engineering

**Fulbright Scholarships**

*Jeff Lin, '23*
*Anika Devotta, '23*
*Mina Rul is, '23*

*Clara Kinken, '23*
*Denise Becker, '23*
*Madeline Riordan, '23*

*Aniya Brown, '23*
*Tyrus Van Dyke, '23*
*Rebecca Metellus, '23*

*Faith Goetzke, '23*
*Rebecca King, '20*
Students & alumni earn top national scholarships

NSF Graduate Research Fellowships

Rebecca Beswick, ’23
Ishika Govil, ’23
Tatyana Nesterova, ’23
Eduardo Nombera Bueno, ’23
Nisha Raman, ’20
Rebecca Clements, ’21
Daniel DeSantis, ’22
Jodi Graf, ’20

Windsor Lundy, now at UD
Lauren Reich, ’19
Patrick Reyes, ’19
Stephanie Ross, ’22
Max Sokolich, now at UD
Kathryn Strand, ’22
Tamara Turski, ’21

A 2019 UD graduate and Gates Cambridge recipient, Bailey Weatherbee (right) is one of two recipients of the 2023 Bill Gates Sr. Award, which recognizes the way they exemplify the Gates Cambridge values. Bailey is pursuing her PhD in developmental biology. She is pictured with Rumbidzai Dube (left), the other recipient, and Mimi Gardner Gates, an art historian and widow of Bill Gates Sr.
Student-athletes show the power of teamwork

- Men’s Lacrosse wins CAA tournament
- Women’s Softball wins CAA regular season championship
- NFL-bound: QB Nolan Henderson signs with Ravens, WR Thyrick Pitts signs with Bears, DB Kedrick Whitehead signs with Buccaneers

Helping students manage name/image/likeness opportunities
- 100+ student-athletes registered
- Engaging fans, alumni & businesses

Statewide tour June 11-13 to promote:
- Student-athlete education
- Community engagement
- Business partnerships
Esports competitors win two championships

UD’s Esports program hosted the Electronic Gaming Federation’s league championships at Trabant University Center on April 22. UD advanced to the finals in all four titles.

UD won the overall championship in Overwatch 2.

UD won the overall championship in Super Smash Bros.

(Photos courtesy of Electronic Gaming Federation)
### Impressive accomplishments in every college

<table>
<thead>
<tr>
<th>CANR</th>
<th>Ag Day draws community with “Ag Around the Corner” theme</th>
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<tbody>
<tr>
<td>CAS</td>
<td>Mary Watson earns national award for groundbreaking work in catalysis</td>
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<tr>
<td>Lerner</td>
<td>Three state Supreme Court justices speak on corporate governance</td>
</tr>
<tr>
<td>CEOE</td>
<td>Jennifer Biddle named Fellow of American Academy of Microbiology</td>
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<td>CEHD</td>
<td>Launch of School Success Center, a partnership to strengthen Del. schools</td>
</tr>
<tr>
<td>COE</td>
<td>Expanding degree programs to meet industry needs and students’ career aspirations</td>
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<tr>
<td>CHS</td>
<td>First graduate of the PhD program in Epidemiology</td>
</tr>
<tr>
<td>Biden</td>
<td>Stavros Niarchos Foundation awards $3M to expand Ithaca Initiative</td>
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<tr>
<td>Honors</td>
<td>Endowment more than triples since 2020</td>
</tr>
<tr>
<td>Graduate</td>
<td>First cohort of doctoral students in 3 new programs (Quantum Science &amp; Engineering, Education &amp; Social Policy, Interdisciplinary Neuroscience)</td>
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</tbody>
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Alison Award honors faculty excellence

Joseph M. Fox

- Joined UD in 2001
- Department of Chemistry & Biochemistry
  - Secondary appointment in Department of Materials Science & Engineering
- Research: Chemical synthesis, reaction development, and creation of chemical tools to address complex issues at the chemistry/biology/materials interface
  - Foundational contributions to click chemistry and bio-orthogonal chemistry cited in 2022 Nobel Prize in Chemistry
  - “… a world-class physical organic chemist …” — 2022 Nobel Laureate Carolyn Bertozzi in her letter of support
Accelerating growth in UD’s research enterprise

Note: Total includes externally sponsored and institutionally financed research expenditures
UD Day at Legislative Hall reaches state leaders
Strengthening connections in southern Delaware
Raising awareness of UD’s impact on the world

Strategic Plan

High-performing social media presence

Attracting national media

Celebrating UD achievement

Global anniversary magazine issue

President’s Report
Advancing in national and global rankings

#1
Physical Therapy (graduate, 2022)

#2
Chemical Eng. (undergrad, 2022)

Other rankings highlights
Chemical Eng. ranks #1 in U.S. in research spending
Undergraduate
- #89 overall in the nation (2022)
  - Top programs in Engineering, Business, Computer Science and Nursing
Graduate
- 22 programs among nation’s top 100 (2023)
  - Named best school for Public Affairs, Education, Nursing and Business
- 5 online programs among best (2023)
  - Education, MBA, Business, Engineering and Nursing
Balancing financial resources to realize our vision

- FY23 likely to be slightly better than budgeted
  - $25M-30M operating surplus vs $5M initial budget
  - 2%-3% operating margin
- FY24 condition projected at 1.7% operating margin
- Need to maintain downward pressure on the institutional tuition discount rate; grow external funding for scholarship from the state and from donors
- Need to grow revenue from special sessions and self-paying master’s programs; look to support more students on grants and other external funding
- Commit to providing competitive compensation and benefits packages for faculty and staff, including doctoral students’ stipends
Developing a multi-year strategic enrollment plan

**Features:**
- FY23 – FY27 (current year actuals + projections)
- Holistic view of student body across all populations
- Separate targets set for each segment, influenced by constraints & growth strategies

<table>
<thead>
<tr>
<th>Undergraduate programs</th>
<th>Graduate programs</th>
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<tbody>
<tr>
<td>Incoming first-time, full-time</td>
<td>PhD</td>
</tr>
<tr>
<td>Incoming AAP</td>
<td>Self-paying doctoral</td>
</tr>
<tr>
<td>Continuing (net of drop)</td>
<td>Terminal master’s</td>
</tr>
<tr>
<td>Part-time</td>
<td>Self-paying master’s</td>
</tr>
<tr>
<td>Transfers (2023 YTD up ~2X average; up 4X average for international)</td>
<td>Subsidized master’s</td>
</tr>
</tbody>
</table>
Welcoming the undergraduate Class of 2027

**Deposits and Yield**

- **Total Deposits (#)**: 4,234 (2019), 4,021 (2020), 4,393 (2021), 4,829 (2022), 4,335 (2023)
- **Yield (%)**: 23.5% (2019), 19.2% (2020), 18.5% (2021), 19.0% (2022), 18.2% (2023)

**Delawareans**

- **2019**: 1,416
- **2020**: 1,278
- **2021**: 1,318
- **2022**: 1,347
- **2023**: 1,250

**International**

- **2019**: 108
- **2020**: 90
- **2021**: 77
- **2022**: 82
- **2023**: 92

**Domestic Diversity**

- **Asian**: 1,163 (2019), 1,025 (2020), 1,218 (2021), 1,268 (2022), 1,052 (2023)
- **Black**: 1,025 (2019), 1,218 (2020), 1,268 (2021), 1,052 (2022)
- **Hispanic/Latino**: 1,025 (2019), 1,218 (2020), 1,268 (2021), 1,052 (2022)
- **Multi-race**: 1,025 (2019), 1,218 (2020), 1,268 (2021), 1,052 (2022)
- **Other**: 1,025 (2019), 1,218 (2020), 1,268 (2021), 1,052 (2022)

*(All data as of May 15)*
Expanding UD’s network around the world

February 2023 — UD traveled with Gov. Carney to India to meet prospective/incoming students, parents, guidance counselors, alumni and institutional partners, raising our profile in the strategic growth region.

April & May 2023 — The International Counselor Fly-In program, with state support, brought high school representatives from 20+ countries to learn about UD’s academic programs, research facilities and campus life. Another 30 will come in July.
Maximizing housing for undergraduate enrollment

Total housing capacity
- Design: ~6,920
- Extended: ~7,220

For new students
- Design: 4,085
- Extended: 4,385

For returning students
- Design/Extended: 2,835

Additional measures to be considered to mitigate housing issues if yield is higher than expected
Increasing our graduate student enrollment

**Accepted offers**

- **2022**
  - Doctoral: 499
  - Master's: 953

- **2023**
  - Doctoral: 455
  - Master's: 1,296

**Yield**

- **2022**
  - Doctoral: 49%
  - Master's: 63%

- **2023**
  - Doctoral: 46%
  - Master's: 67%

*(Data as of May 14)*
Committing to greater support for grad students

Goal by Fall 2025

- All programs achieve 9-month $27,000 minimum stipend
- 75% of doctoral students have commitments for 12 months of support, either on or off campus
- All doctoral programs are highly selective in U.S.
- Reduction in full internal funding of master’s students, excluding terminal master’s, faculty without a PhD program and master’s programs with external support
Providing an outstanding student experience

Tactical interventions

Social center improvements

Strategic renovations

Housing renewal
Advancing our equity resources & initiatives

- Launch of the Advancing Racial Equity & Inclusion strategic planning process
- Reimagining central EDI support for colleges and Provost units
- Title IX updates
  - Dawn Barker Floyd — Director, OEI
  - Tiffany Chen — Assistant Director, Deputy Title IX Coordinator
  - Eugene Smith — Assistant Director, Deputy Title IX Coordinator
  - Sexual Wellness Education (partnering with Student Life and the Center for the Study and Prevention of Gender-Based Violence)
  - Moving to 413 Academy St.

Upcoming:
- Revised Title IX regulations in May
- SCOTUS opinion on affirmative action in admissions in June

The Center for Intercultural Engagement in Perkins Student Center, now open, includes an interfaith meditation and prayer room, ablution stations and all-gender restrooms. Student Diversity & Inclusion will be located there. A grand opening is planned for this fall.
Ensuring faculty growth aligns with resources

- **Rank**
  - CT/TT
  - Tenure status
  - Marker (e.g., endowed, dept. chair)

- **Facilities**
  - Proposed office and lab spaces
  - Renovation needs
  - Timeline and costs associated with renovation

- **Strategic Impact**
  - Interdisciplinary connections
  - Impact on college programs
  - Thematic associations

- **Teaching**
  - Projected SCH taught
  - New course and program opportunities

- **Research**
  - Expected research activity
  - Project F&A return
Continuing to grow our distinguished faculty

New Faculty Orientation, Fall 2022

90 incoming faculty (accepted offers)

- Female: 7
- Male: 45
- Did not disclose: 38

- Asian: 21
- African American: 7
- Mixed race: 7
- White: 47
- Did not disclose: 1

58 remaining searches

(Data as of May 15)
Cultivating a strong sense of place at the Library

The Library Annex addition freed up space to expand student seating and study areas in Morris Library.
Building X rises at the heart of campus

- Expected completion in Fall 2024
- 131,000 square feet of state-of-the-art research and teaching space
- Focusing on understanding and addressing human disease, neuroscience and human behavior, and quantum science and engineering
Fintech Innovation Hub coming to life at STAR
New leaders bring energy and expertise

Aimee Turner
Vice President of Finance and Treasurer

Angela Chen
Chief Information Officer and Vice President of Information Technology

Searches underway:

- Lerner dean
- CANR dean
- VP of Research, Innovation & Scholarship

Search committee being formed:

- CAS dean
Board of Trustees Meeting

President Dennis Assanis
May 16, 2023