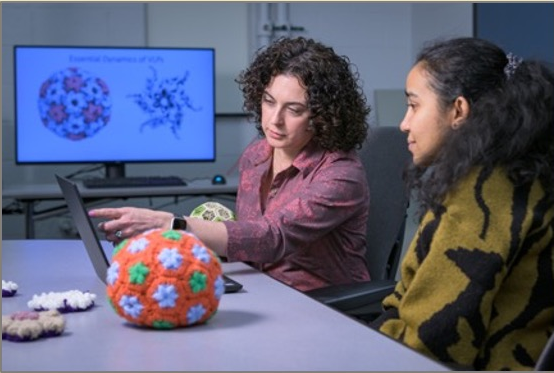


Board of Trustees Meeting

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

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

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 Parekeh, '24, will pursue PhD in technology policy

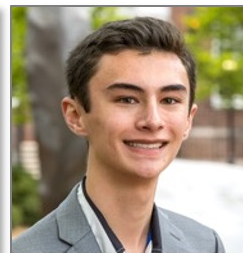
Goldwater



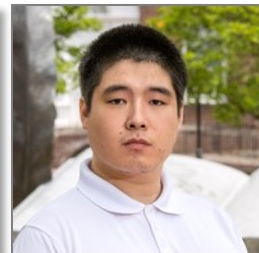
Dana Kullgren, '24, will pursue PhD in astrophysics



Miyu Mudalamane, '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 Rulis, '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	Windsor Lundy, now at UD
Ishika Govil, '23	Lauren Reich, '19
Tatyana Nesterova, '23	Patrick Reyes, '19
Eduardo Nombera Bueno, '23	Stephanie Ross, '22
Nisha Raman, '20	Max Sokolich, now at UD
Rebecca Clements, '21	Kathryn Strand, '22
Daniel DeSantis, '22	Tamara Turski, '21
Jodi Graf, '20	



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

CANR

Ag Day draws community with “Ag Around the Corner” theme

CAS

Mary Watson earns national award for groundbreaking work in catalysis

Lerner

Three state Supreme Court justices speak on corporate governance

CEOE

Jennifer Biddle named Fellow of American Academy of Microbiology

CEHD

Launch of School Success Center, a partnership to strengthen Del. schools

COE

Expanding degree programs to meet industry needs and students’ career aspirations

CHS

First graduate of the PhD program in Epidemiology

Biden

Stavros Niarchos Foundation awards \$3M to expand Ithaca Initiative

Honors

Endowment more than triples since 2020

Graduate

First cohort of doctoral students in 3 new programs
(Quantum Science & Engineering, Education & Social Policy, Interdisciplinary Neuroscience)

Alison Award honors faculty excellence



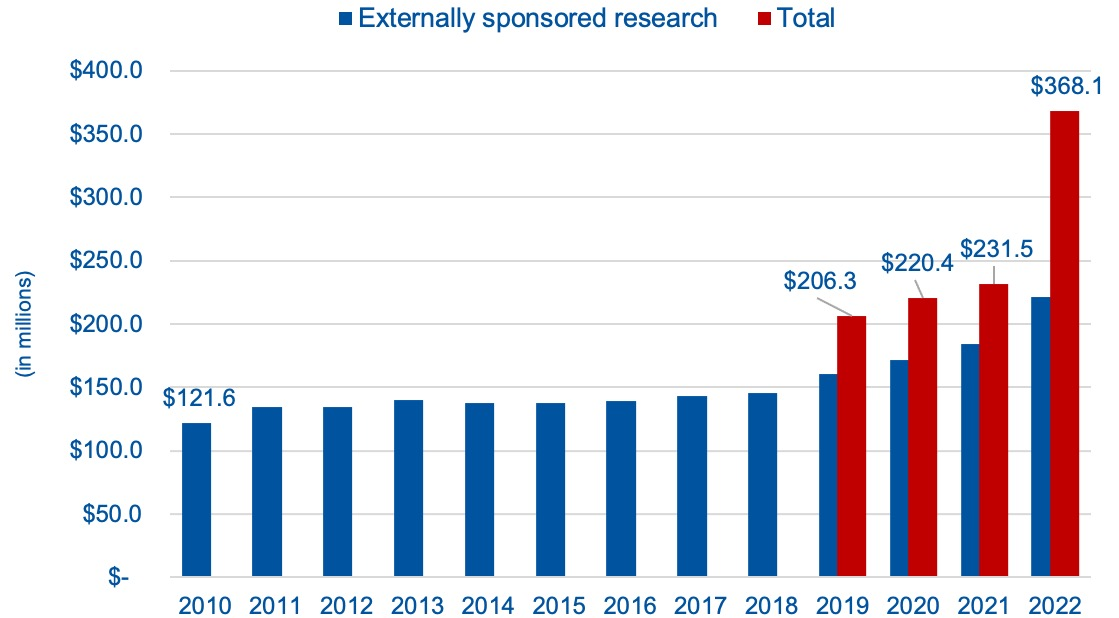
Joseph M. Fox

- 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



Nanofabrication Laboratory



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



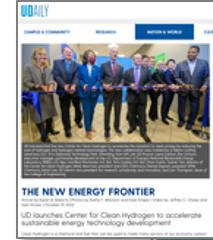
The Washington Post



Bloomberg



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:

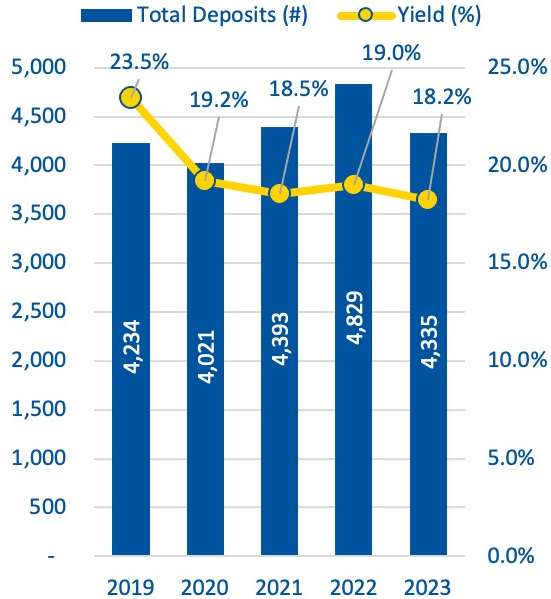
- FY23 – FY27 (current year actuals + projections)
- Holistic view of student body across all populations
- Separate targets set for each segment, influenced by constraints & growth strategies

Undergraduate programs	
Incoming first-time, full-time	↔
Incoming AAP	↑
Continuing (net of drop)	↔
Part-time	↔
Transfers (2023 YTD up ~2X average; up 4X average for international)	↑

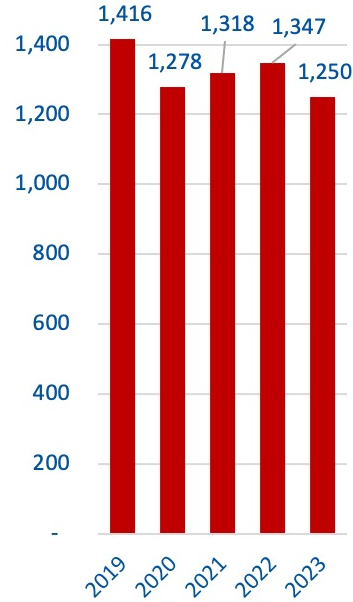
Graduate programs	
PhD	↑
Self-paying doctoral	↔
Terminal master's	↔
Self-paying master's	↑
Subsidized master's	↓

Welcoming the undergraduate Class of 2027

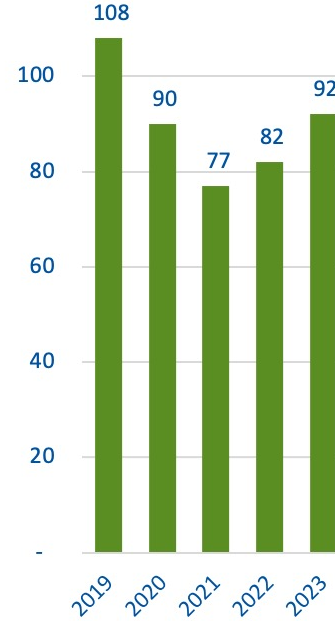
Deposits and Yield



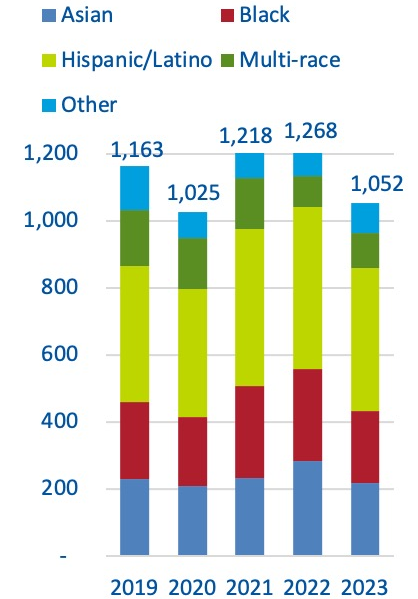
Delawareans



International



Domestic Diversity



(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

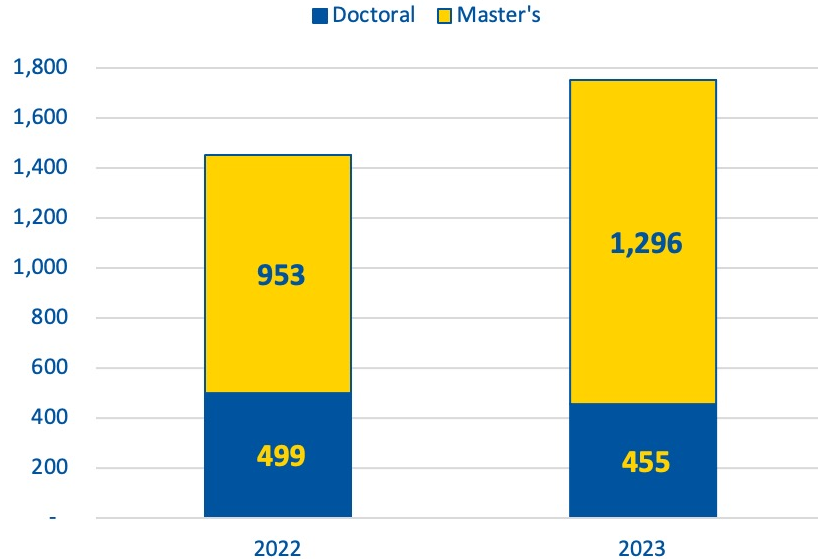
- Design/Extended: 2,835



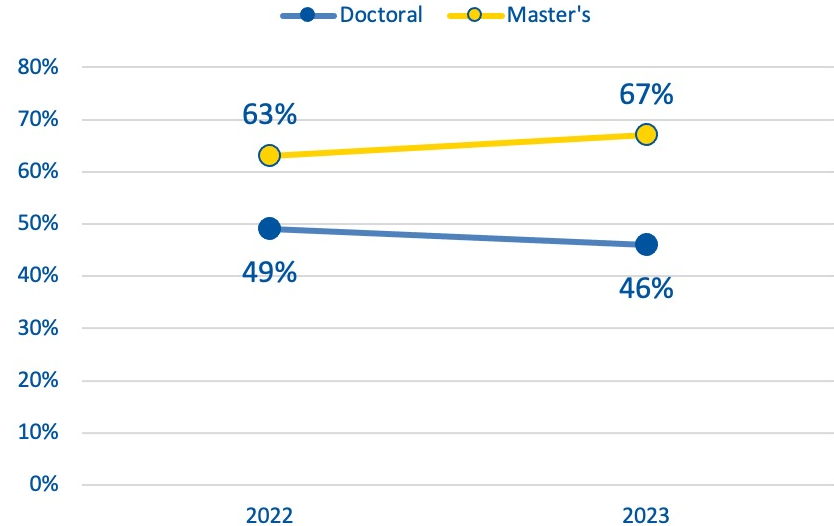
Additional measures to be considered to mitigate housing issues if yield is higher than expected

Increasing our graduate student enrollment

Accepted offers



Yield (accepts / admits)



(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



Strategic renovations



Social center improvements



Housing renewal



Advancing our equity resources & initiatives



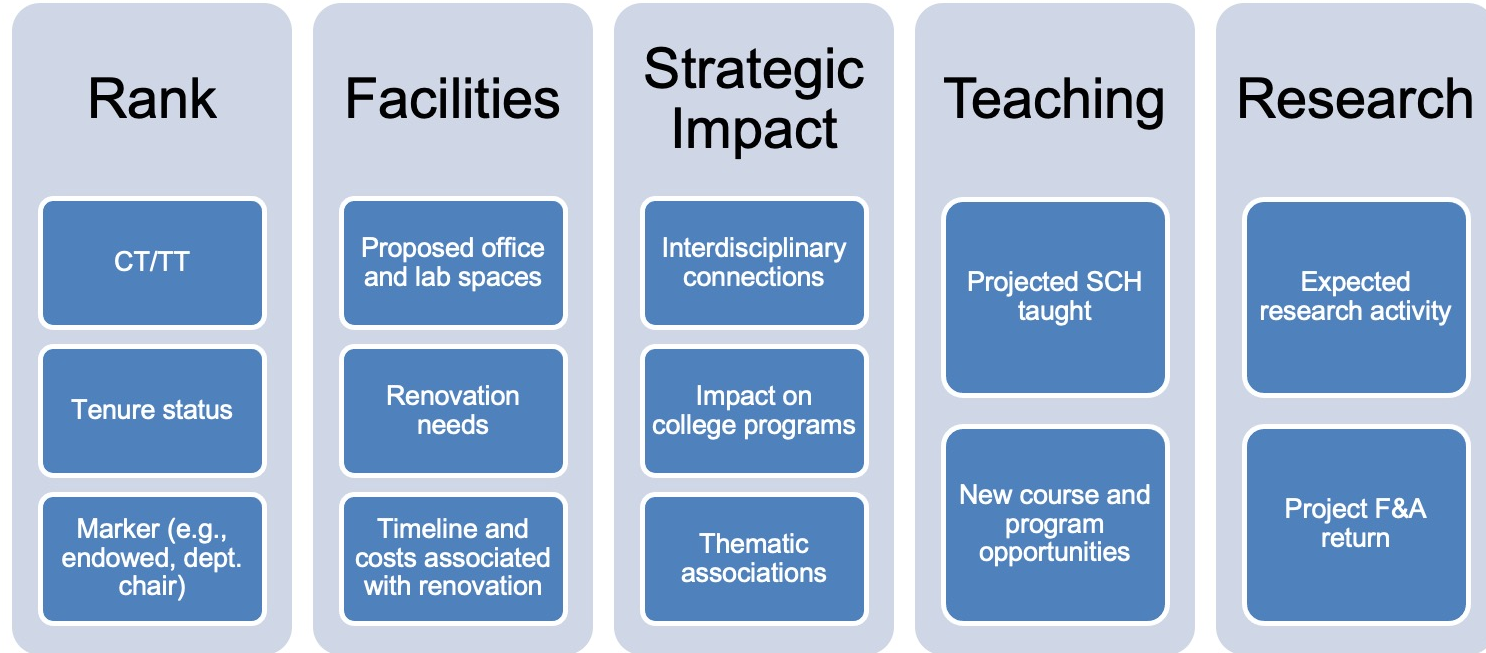
The Center for Intercultural Engagement in Perkins Student Center, now open, includes an interfaith meditation and prayer room, ablution stations and all-gender restrooms. Student Diversity & Inclusion will be located there. A grand opening is planned for this fall.

- 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

Ensuring faculty growth aligns with resources

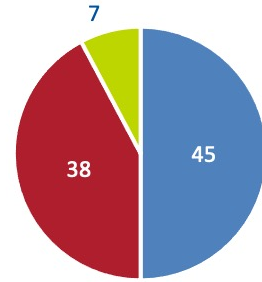


Continuing to grow our distinguished faculty

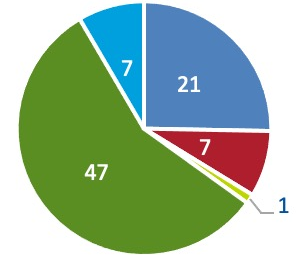


New Faculty Orientation, Fall 2022

90 incoming faculty (accepted offers)



■ Female ■ Male ■ Did not disclose



■ Asian ■ African American
■ Mixed race ■ White
■ Did not disclose

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
- Vice President and Legal Counsel

Search committee being formed:

- CAS dean



INTREPID

PRESIDENT'S REPORT 2023

udel.edu/president-report

Board of Trustees Meeting

President Dennis Assanis

May 16, 2023