



BOARD of TRUSTEES

MEETING BOOKLET

December 10, 2019
3:00 p.m.
Audion
STAR Tower



| BOARD OF TRUSTEES |
|--|
| John R. Cochran, Chair |
| Carol A. Ammon |
| Dennis N. Assanis, UD President * |
| Christopher W. Baker |
| James C. Borel |
| Irwin G. Burton III, Secretary/Treasurer |
| John C. Carney * |
| Allison Burris Castellanos |
| Joan F. Coker |
| Claire DeMatteis |
| William J. DiMondi |
| Donna M. Fontana |
| Chaitanya R. Gadde |
| Michael S. Geltzeiler |
| Kathleen V. Hawkins |
| Terri L. Kelly, Vice Chair |
| William M. Lafferty |
| Nisha Lodhavia |
| Michael K. Lynch * |
| Guy F. Marcozzi |
| Terence M. Murphy, Vice Chair |
| Debra Hess Norris |
| John W. Paradee |
| Claudia Peña Porretti |
| Donald J. Puglisi |
| Robert F. Rider Jr. |
| Edmond J. Sannini |
| David W. Spartin |
| Whitney Townsend Sweeney * |
| Sean X. Wang |
| Kenneth C. Whitney |

| TRUSTEES EMERITI |
|-------------------------|
| Howard E. Cosgrove |
| Robert A. Fischer Jr. |
| Robert W. Gore |
| Sally H. Higgins |

*In accordance with Section 2.10.2 of the University of Delaware Bylaws, Ex-Officio Members do not count for the purposes of determining the presence of a quorum and they shall have no vote on the actions of the respective Committees.

Address of record for members of the University of Delaware Board of Trustees:

University of Delaware
Office of the Vice President and University Secretary
126 HULLIHEN HALL
NEWARK, DE 19716



**BOARD OF TRUSTEES
SEMIANNUAL MEETING**

**December 10, 2019
3:00 PM
The Audion
Tower at STAR**

AGENDA

- I. CALL TO ORDER**
- II. ATTENDANCE REPORT AND REPORT OF THE TREASURER**
- III. APPROVAL OF MINUTES**
 - Semiannual Spring Meeting of May 14, 2019
 - Annual Board Retreat of October 3 and 4, 2019
- IV. PUBLIC COMMENT**
- V. REPORT OF THE PRESIDENT**
- VI. SPECIAL PRESENTATION**
 - Professor Guillaume Combet – Department of Music
- VII. REPORTS AND RECOMMENDATIONS OF THE STANDING COMMITTEES OF THE BOARD OF TRUSTEES**
 - A. PUBLIC AFFAIRS & ADVANCEMENT
 - B. STUDENT LIFE & ATHLETICS
 - C. GROUNDS & BUILDINGS
 - D. ACADEMIC AFFAIRS
 - E. FINANCE
 - F. HONORARY DEGREES & AWARDS
 - G. NOMINATING
 - H. EXECUTIVE

VIII. CONSENT AGENDA OF RESOLUTIONS RECOMMENDED FOR APPROVAL BY THE BOARD AT ITS MEETING OF DECEMBER 10, 2019

- A. Recognition of gifts to the University;
- B. Approval of two banking resolutions;
- C. Approval of the Christiana Towers Demolition and Library Annex – Addition;
- D. Approval of the name change of the Department of Music to the School of Music;
- E. Approval of personnel actions (faculty emeriti and promotions and tenure);
- F. Request Trustee under the will of Edward C. Davis to pay income from the Trust for University support.

IX. SPECIAL RECOGNITIONS

X. ADJOURNMENT



BOARD OF TRUSTEES
May 14, 2019

Minutes

A meeting of the Board of Trustees of the University of Delaware was held on May 14, 2019, in the Audion of the STAR Tower. The meeting began at 3 p.m.

TRUSTEES PRESENT:

John R. Cochran, Chair; Dennis N. Assanis; Christopher W. Baker; James C. Borel; I.G. Burton III; Allison B. Castellanos; Georgina Class-Peters; Joan F. Coker; William J. DiMondi; Donna M. Fontana; Chaitanya R. Gadde; Michael S. Geltzeiler; Kathleen V. Hawkins; Guy F. Marcozzi; Terence M. Murphy; Debra Hess Norris; John W. Paradee; Claudia Peña Porretti; Donald J. Puglisi; Rob Rider Jr.; Edmond J. Sannini; A. Gilchrist Sparks III; David W. Spartin; Whitney Townsend Sweeney; Sean X. Wang; Kenneth C. Whitney; Mary Jane Willis

TRUSTEES EXCUSED:

John Carney; Carol A. Ammon; Claire DeMatteis; Terri L. Kelly; Michael K. Lynch

APPROVED ON A MOTION MADE AND SECONDED:

The minutes of the Board's Semi-Annual Meeting of December 11, 2018.

RESOLUTIONS:

The following resolutions were approved by the Board of Trustees:

1. **WHEREAS**, the Committees on Grounds and Buildings and Finance and the Executive Committee have reviewed and approved the following project summaries and costs for completion, as provided by the Administration:

| | |
|---|--------------|
| Harrington Stormwater Basin Renewal | \$1,200,000 |
| McDowell Hall – Fire Alarm and Sprinkler Replacement | \$1,100,000; |

NOW, THEREFORE, BE IT RESOLVED, the **Board of Trustees** approves Harrington Stormwater Basin Renewal and McDowell Hall – Fire Alarm and Sprinkler Replacement and approves the Administration to take any further action deemed necessary to complete these projects.

2. **RESOLVED**, that the University of Delaware Medal of Distinction shall be presented to two individuals in recognition of service to the University of Delaware and the broader community.
3. **RESOLVED**, that the following individuals, as members of the Honorary Degree Class of 2019, shall receive Honorary Degrees at Commencement ceremonies on June 1, 2019: Lieutenant General John W. Morgan III, Dr. Burnaby Munson, Mr. Matthew Nagy and Dr. Marie E. Pinizzotto.
4. **RESOLVED**, that, effective June 2019, the New Student Orientation fee remain at \$230.
5. **RESOLVED**, that, effective June 2019, the student Comprehensive Fee will be increased from \$369 per fall and spring semester to \$429 per fall and spring semester for all full-time students.
6. **RESOLVED**, that, effective fall 2019, the Student Health Services fee shall remain at \$227 per semester and that the \$88 Summer Session fee and the \$66 Winter Session shall remain the same.
7. **RESOLVED**, that, effective fall 2019, the University dining plan rates will be increased an average of 3.0 percent.
8. **RESOLVED**, that, effective fall 2019, the rate for University traditional residence hall rooms will be increased by an average of 2.5 percent.
9. **RESOLVED**, that, effective fall 2019, the graduate recreation fee shall remain at \$50 per semester for full-time graduate students and as an optional \$25 per semester fee for part-time graduate students.
10. **WHEREAS**, the following donors have generously given to the University of Delaware; and
*(details as contained in the listing provided in the Spring 2019 PA&A Committee booklet, the 2018 Executive Committee booklet, and detailed in **Appendix A**).*

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.

11. **RESOLVED**, to recognize the personnel actions (faculty *emeriti* and promotions

and tenure) presented at the April 18, 2019 meeting booklet of the Trustee Committee on Academic Affairs (*and as contained in **Appendix B***).

12. **WHEREAS**, the Mission Statement for the University does not correctly identify that “Scholarship” can be applied to Research, Teaching, and Service;

WHEREAS, the Mission Statement for the University does not recognize creative and artistic activities as an appropriate form of Scholarship;

WHEREAS, the University ceased to be an “urban-grant” University in 2009;

WHEREAS, the Faculty Senate recommends approval of the revisions of the Mission Statement as shown in **Appendix C**;

WHEREAS, the Committee on Academic Affairs and the Executive Committee support the Administration’s proposed revisions of the Mission Statement;

NOW THEREFORE, BE IT RESOLVED, the **Board of Trustees** approves the revisions of the University of Delaware Mission statement.

13. **WHEREAS**, prudence suggests that endowment policy consider the preservation of endowed principal along with spending needs of the University, and

WHEREAS, the University endowment spending policy guideline provides for an annual distribution in the range of 4 - 5% of the pooled endowment portfolio average market value over the twelve trailing quarters through December of the year prior to the new fiscal year,

WHEREAS, the Trustee Committee on Finance and the Executive Committee recommend that the endowment pooled portfolio distribute \$3.90 per unit in FY 2020 which represents 4.05% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2018,

NOW, THEREFORE BE IT RESOLVED, the **Board of Trustees** approves that the endowment pooled portfolio distribute \$3.90 per unit in FY 2020 which represents 4.05% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2018.

14. **WHEREAS**, the Institute for Corporate Responsibilities (“Institute”) a tax-exempt corporation under section 501c(3) whose purpose was to provide thought leadership at the intersection of corporate responsibility and the informational

needs of investors.

WHEREAS, the Institute has brought its mission to an end and has designated the John L. Weinberg Center for Corporate Governance at the University of Delaware (“WCCG”) as its successor organization and has granted \$1.6 million and other resources and transferred approximately \$50,000 in liabilities to WCCG.

WHEREAS, the leadership of WCCG desires to transfer \$1.4 million of the funds received to create a Funds Functioning Endowment with annual income to ensure the contents of all IRRC research reports, videos and webinars are made freely available to the general public.

WHEREAS, the Executive Committee recommends approval that the WCCG Funds Functioning as Endowment be created to support the Institute and set forth in the underlying agreement,

NOW, THEREFORE, BE IT RESOLVED, the **Board of Trustees** approves that the WCCG Funds Functioning as Endowment be created to support the Institute as set forth in the underlying agreement.

15. **RESOLVED**, that all checks against accounts of the University of Delaware shall bear either:

- a) The facsimile signatures of both the President and Chief Operating Officer of the University as imprinted by one of the University’s check-signing machines, with background and other identifying symbols, or the manual signatures of both the President and Executive Vice President and Chief Operating Officer of the University in accordance with specimens duly filed with the several banks by the Secretary of the University, or
- b) Should either of the above officers be absent, the signature of the President or the Executive Vice President and Chief Operating Officer of the University and either the Provost or the Secretary of the University in accordance with specimens duly filed as aforesaid.

16. **RESOLVED**, by the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and

Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer are authorized on behalf of the University of Delaware to open and close bank, brokerage, custody, trust, safekeeping, or other accounts on behalf of the University of Delaware, subject to the bylaws of the University of Delaware and resolutions of the Board of Trustees, and to enter into agreements governing the administration of such accounts upon such terms and conditions as such officers shall deem to be requisite and proper, said agreement to provide, among other things, the manner in which such securities and/or property so deposited and the income there from may be held, withdrawn and/or disposed of, and shall designate the employees of the University who shall give directions with respect to such securities, property and/or income and any other matters or things reasonably pertinent to the deposit of such securities and/or property.

Any two of the above named officers of the University, subject to the bylaws of the University of Delaware, the resolutions of the Board of Trustees and the laws of the State of Delaware, hereby are authorized on behalf of the University to do the following:

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.
2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.
3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.
4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means, including, but not limited to, wire transfers, EFT, and lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.
5. To open accounts in any publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts.
6. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to register said property in the name of such bank or firm's nominee.
7. To instruct or permit any bank or brokerage firm holding any property of

the University of Delaware to deposit or arrange for the deposit of such property at Depository Trust Company or any other securities depository or clearing corporation, and to hold such property on behalf of the University of Delaware at any correspondent branch of said bank or firm. Such property may be registered in the depository, bank or firm's nominee name.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

17. **RESOLVED**, by the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer (subject to the bylaws of the University, the resolutions of the Board of Trustees and the laws of the State of Delaware, and the investment decisions of the Investment Visiting Committee of the Board of Trustees), hereby are authorized on behalf of the University of Delaware to:

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.
2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.
3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:
 - a. By investing the University's monies, including the endowment, in hedge funds,
 - b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and
 - c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.
 - d. Such officers may delegate to other officers and employees the

power to take the foregoing actions whenever appropriate.

4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.
5. Effective Date. This resolution shall be effective upon its adoption.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

18. **WHEREAS**, in the Fall of 2016, the Graduate Working Group, made up of faculty and administrators, was charged with exploring the establishment of a graduate college;

WHEREAS, the Graduate Working Group garnered extensive stakeholder input concerning the status of graduate programs across the University from both internal constituents and external consultants, conducted analyses of graduate education at aspirational comparator institutions, and held numerous campus forums during spring 2017;

WHEREAS, in the Fall of 2017, the Graduate Working Group recommended that a Graduate College should be established to 1) signal more clearly to internal as well as external constituents the importance of graduate education to the institution's academic mission and reputation; 2) promote academic excellence across the University; 3) enhance student support services; and 4) leverage strategic cross-college collaborations on interdisciplinary program development;

WHEREAS, the University has also determined that the establishment of a Graduate College would create opportunities through University-wide partnerships among administration, academic colleges, faculty, staff and students by:

- Supporting curriculum innovation to enable both University-wide achievement of excellence in graduate and professional education and substantial enrollment growth,
- Facilitating innovative, high-value interdisciplinary programs,

- Coordinating professional skills-building opportunities and career planning resources and programming of high value to all graduate students,
- Preparing graduate students to be leaders throughout their careers in a broad spectrum of professions,
- Fostering diversity and inclusion,
- Advocating for and supporting high-quality graduate student life services,
- Advocating for the importance of graduate education and research training and its multi-faceted relationships to faculty research, undergraduate education, and community engagement,
- Providing centralized support for market research, public relations and communications, and data-rich, evidence-based decision-making related to both capacity planning and program intake/outcomes assessment,
- Enhancing funding activity,
- Improving recruitment, retention, mentoring, community-building, and alumni engagement, and
- Assuring that graduate education at the University is defined by high-quality, relevance, and commitment to graduate student success;

WHEREAS, the Faculty Senate passed a resolution on May 7, 2018 in which it resolved to establish a Graduate College contingent on passage of further resolutions by the Faculty Senate approving (1) an organizational structure that shows relationships among the new Graduate College and existing graduate programs, departments, colleges, the Provost office, and research office, and (2) a draft version of By-laws for the new Graduate College;

WHEREAS, an Ad Hoc Faculty Senate committee was appointed by the Executive Committee of the Faculty Senate in consultation with the Provost to prepare the draft By-laws and propose and organizational structure;

WHEREAS, the Faculty Senate passed two resolutions on February 11, 2019 approving (1) an organizational structure that shows relationships among the new Graduate College and existing graduate programs, departments, colleges, and Provost office, and research office, and (2) a draft version of By-laws for the new Graduate College;

WHEREAS, the University Administration supports the establishment of a Graduate College; and

WHEREAS, the Trustee Committee on Academic Affairs supports and recommends the establishment of a Graduate College at the University of Delaware;

WHEREAS, that the Executive Committee approves the establishment of a Graduate College at the University of Delaware;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees endorses the establishment of a Graduate College at the University of Delaware.

19. **RESOLVED**, that authorization be, and hereby is, given to the President of the University to confer degrees on June 1, 2019, on such students as shall have completed by that time all the requirements pertaining to such degrees.

20. **WHEREAS**, Dr. Carol Vukelich has served the University of Delaware as Dean of the College of Education and Human Development since September 2016 and as Interim Dean since April 2015; and

WHEREAS, prior to becoming Dean of the College of Education and Human Development, Dr. Vukelich served as Director of the Delaware Center for Teacher Education and Deputy Dean of CEHD, was a recipient of the University's Excellence in Teaching award; and as the L. Sandra and Bruce L. Hammonds Professor in Teacher Education is a recognized authority in early childhood literacy development; and

WHEREAS, during her time as Dean, Dr. Vukelich has championed the recruitment, development and retention of innovative faculty members and students, including the establishment of the Dean's Scholars Program to attract highly qualified Ph.D. students; and

WHEREAS, Dr. Vukelich was also a founder and co-director of the Delaware Writing Project, and is widely published as an expert in effective instruction in children's reading and writing development; and

WHEREAS, throughout her career, Dr. Vukelich has directly and indirectly influenced the success of countless students and teachers, respectively, in their continued education and professional development;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of Delaware thanks and honors Carol Vukelich for her exemplary service to the University as Dean of the College of Education and Human Development.

21. **WHEREAS**, Mary Jane Willis has for eighteen years served as a member of the University of Delaware Board of Trustees, having been first elected in 2001 and re-elected in 2007 and in 2013; and

WHEREAS, Mrs. Willis has also provided leadership as Secretary-Treasurer of the Board of Trustees from 2015 to 2019; and

WHEREAS, during her Trustee service, Mrs. Willis has made important contributions as a member and subsequently the Chair of the Trustee Committee on Student Life & Athletics, and as a member of the Trustee Committee on Public Affairs & Advancement, the Trustee Committee on Honorary Degrees & Awards, the Nominating Committee, and the Executive Committee; and

WHEREAS, Mrs. Willis' experience and thoughtful counsel informed and aided the deliberations of her fellow members on the Presidential Search Committees that brought President Pat Harker and President Dennis Assanis, respectively, to the University of Delaware;

NOW, THEREFORE, BE IT RESOLVED, that the Trustee service of Mary Jane Willis is hereby acknowledged, with gratitude, by the University of Delaware Board of Trustees; and

BE IT FURTHER RESOLVED, that because the members of the Board of Trustees recognize the unwavering support that Bill Willis has provided over the years to Mary Jane as she fulfilled her Trustee commitments, and in recognition of the strength and resolve of their combined efforts to support and advocate for the University of Delaware and numerous other local, regional, and national organizations;

BE IT RESOLVED, that the Board of Trustees hereby salutes Mary Jane and Bill Willis with the presentation of the University of Delaware Medal of Distinction.

22. **BE IT RESOLVED**, that the Board of Trustees of the University of Delaware expresses its deepest gratitude and appreciation to A. Gilchrist Sparks III, for outstanding service as a member of the Board from 2003 to 2019, and as Chairman of the Board from 2009 to 2015; and

BE IT FURTHER RESOLVED, that in recognition of his service, A. Gilchrist Sparks III be named as the third Honorary Counselor to the Board of Trustees.

23. **WHEREAS**, Deborah A. McCredie has served the University of Delaware in several roles, most recently as Associate University Secretary, since December of 2002; and

WHEREAS, during Mrs. McCredie's tenure, and with her support of the Board of Trustees, the University of Delaware grew significantly, including the purchase the Chrysler plant and developed the Science, Technology and Advanced Research (STAR) campus, revitalized the Laird Campus with the construction of the Independence Residence Complex, opened the Patrick T. Harker Interdisciplinary Science and Engineering Laboratory, and established the Graduate College; and

WHEREAS, under the leadership of Mrs. McCredie, the University established the UDon't Need It program to reduce the unnecessary disposal of household goods from students relocating from Newark and support the community; and

WHEREAS, Mrs. McCredie provided critical support with great care and devotion to over one-hundred Trustees and four University Presidents during her service to the University, supporting countless Commencement and Convocation ceremonies, and was an essential aid to the presidential searches resulting in the appointment of Dr. Patrick T. Harker and Dr. Dennis N. Assanis;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of Delaware thanks and honors Deborah A. McCredie for her exemplary service to the University of Delaware and the Board of Trustees.

OPENING:

Chairman Cochran convened the meeting at 3 p.m. and welcomed all those in attendance. He requested a moment of silence in remembrance of friends of the University who had recently passed away. He then called on Mrs. Willis for the Attendance Report.

APPROVAL OF MINUTES:

On a motion made and seconded, the Board approved the minutes of the Board's semiannual meeting of December 11, 2018.

REPORTS OF THE PRESIDENT AND PROVOST:

Dr. Assanis highlighted recent achievements, including the formation of the Graduate College and student achievements. He spoke to the University's five strategic priorities: enhancing students' success, investing in intellectual and physical capital, fostering a spirit of innovation and entrepreneurship, building an environment of inclusive excellence, and strengthening interdisciplinary and global programs. He further noted the importance of student success. Dr. Assanis also spoke to the expansion and renovation of University facilities, including updates to Worrlow Hall, the new Whitney Athletic Center, and building on the Science, Technology and Advanced Research (STAR) Campus. He also presented an update on student mental health support services, including the hiring of more counselors and creating peer groups to support students. Dr. Assanis spoke to the University's economic impact to the state and region and

provided an update on the Delaware First campaign. He noted that the University crossed the \$700 million mark towards the \$750 million campaign goal.

Dr. Assanis invited Dr. Doug Zander, Director of Admissions, to share an update on the incoming class for Fall 2019. In his introduction of Dr. Zander, Dr. Assanis noted that both average SAT score and high school GPA for the incoming class are higher than last year, and the University could see a record number of Delawareans and Honors students. Dr. Zander informed the trustees that as of May 14, 4,240 accepted students paid their deposits, a sign of their intention to start at the University in the fall. He also noted that the University remains on track to increase the undergraduate population by 1,000 from 2016 to 2021. He highlighted a few stories of members of the incoming class, representing 43 different countries.

Dr. Assanis also asked Provost Robin Morgan to make a presentation on recent faculty awards. Provost Morgan recognized faculty who recently received promotion and tenure, including named professorships and faculty emeriti. She also recognized Stuart Binder-Macleod, recipient of the Francis Alison Faculty Award and Emily Day, recipient of the Gerard J. Mangone Young Scholar Award.

SPECIAL PRESENTATION:

Dr. Willet Kempton, Professor of Marine Science and Policy with a joint appointment in the Department of Electrical and Computer Engineering, presented on his research and impact in electric vehicles for grid power storage. His research on vehicle-to-grid (V2G) technology explores the potential of absorbing and returning energy from electric vehicles to power grids depending on needs. This technology presents an opportunity for consumers to make money as well as increased energy storage as more of the world moves toward clean power.

TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of April 15, 2019. Highlights included:

- A review of the Projects Summary, which notes projects completed, projects in progress, projects requiring approval, and project notifications;
- A discussion of construction project philosophy and processes.

Mr. Borel noted the resolutions contained in the Consent Agenda.

TRUSTEE COMMITTEE ON STUDENT LIFE AND ATHLETICS:

Mrs. Willis reported on the Committee's meeting of April 16, 2019. Highlights included:

- Presentations and student discussions on mental health support services available to students and student-athletes;
- Department reports from athletics and student life; and

- A record fundraising effort from the recent UDANCE event.

TRUSTEE/FACULTY COMMITTEE ON HONORARY DEGREES AND AWARDS:

Mr. Cochran presented the report of the Committee's meeting of April 16, 2019.

Highlights included:

- Approval of the Honorary Degree Class of 2019 with Honorary Degrees to be conferred upon Lieutenant General John W. Morgan III, Dr. Burnaby Munson, Mr. Matthew Nagy and Dr. Marie E. Pinizzotto;
- Approval of two Medals of Distinction.

Mr. Cochran noted the resolutions contained in the Consent Agenda.

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Dr. Puglisi presented the report of the Committee's meeting of April 17, 2019.

Highlights included:

- A report on local, state, and federal government relations;
- A report from the Office of Communications and Marketing;
- A report and update from the Office of Development and Alumni Relations, including updates on the capital campaign and I Heart UD Day.

Dr. Puglisi noted the resolutions contained in the Consent Agenda.

TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of April 18, 2019. Highlights included:

- An update to the GPA requirements for the Dean's List;
- Revisions to the University of Delaware mission statement; and
- Presentations on student mental health, admissions, and the accreditation process for the University

Ms. Fontana noted the resolutions contained in the Consent Agenda.

TRUSTEE COMMITTEE ON FINANCE:

Dr. Puglisi reported on the Committee's meeting of April 18, 2019. Highlights included:

- John Long joined the University as Executive Vice President and Chief Operating Officer, requiring modifications to a number of bank account relationships;
- Blue Hen Investment Club beat the S&P500 by 1%;
- A report of the Investment Visiting Committee and an update on the University's endowment portfolio;

Dr. Puglisi noted the resolutions contained in the Consent Agenda.

NOMINATING COMMITTEE:

Mr. Murphy presented the report of the Nominating Committee, with one new trustee candidates to serve a six-year terms:

- Nisha Lodhavia

On a motion made and seconded, the trustee nominee was unanimously elected as recommended.

Mr. Sparks then continued the report of the Nominating Committee, asking the officer candidates to be excused for the presentation and vote. Mr. Sparks presented the following Slate of Officers for 2019-2020:

- John R. Cochran, Chair
- Terri L. Kelly, Vice Chair
- Terence M. Murphy, Vice Chair
- I.G. Burton III, Secretary/Treasurer.

On a motion made and seconded, the officers were elected unanimously, and were greeted with applause by those assembled.

EXECUTIVE COMMITTEE:

Mr. Cochran reported that the Executive Committee met on May 2, 2019. The Committee received reports from all standing Committees of the Board, and reviewed the resolutions brought forward by the standing Committees, all of which were included in the Consent Agenda and recommended for formal action by the Board of Trustees.

CONSENT AGENDA:

Mr. Cochran then asked for approval of the resolutions as presented in the Consent Agenda. On a motion made and seconded, all resolutions contained in the Consent Agenda were approved as presented.

HONORS AND RECOGNITIONS:

Mr. Cochran called attention to the additional resolution on faculty personnel actions, as provided for each of the trustees. On a motion made and seconded, the Board approved the resolution recognizing recent faculty personnel actions.

Mr. Cochran also recognized Dean Carol Vukelich for her service as Dean of the College of Education and Human Development. Mr. Cochran read into the record

a resolution recognizing her service and, on a motion made and seconded, the resolution was approved unanimously.

Mr. Cochran recognized several trustees who were concluding their board terms. He recognized Georgina Class-Peters for her two years of service on the Board, presenting her with a recognition gift on behalf of the Board. Mr. Cochran then called on Mary Jane Willis and her husband Bill Willis for special recognition in honor of her 18 years of service to the Board and their collective support of the University of Delaware. In addition, Mr. Cochran read into the record a resolution presenting Mary Jane Willis and Bill Willis each with the University of Delaware Medal of Distinction. On a motion made and seconded, the resolution was approved unanimously.

Lastly, Mr. Cochran called on A. Gilchrist Sparks III to recognize his 16 years of service to the Board of Trustees, including 6 years as Board Chair. Mr. Cochran read into the record the resolution appointing Mr. Sparks as the third Honorary Counselor to the Board of Trustees, and on a motion made and seconded, the resolution was approved unanimously.

In conclusion, Mr. Cochran also recognized Deborah A. McCredie for her service to the University of Delaware and the Board of Trustees. Mr. Cochran read into the record the resolution and on a motion made and seconded, the resolution was approved unanimously.

ADJOURNMENT:

With no further business, the meeting was adjourned at 5:00 p.m.

Respectfully submitted:



Jeffrey W. Garland
Vice President and University Secretary

APPENDIX A

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|--|--|
| Unidel Foundation, Inc. (FP) | \$ 11,132,812.00 | Agriculture & Natural Resources; Arts & Sciences; Engineering; Morris Library; University Wide | Core Facility for Isotope Science; High-Throughput Experimentation Core to Accelerate Discovery; Creating the Fabric of Functional Garment Research; Library Improvements: Renovations of Library Space Designated for Graduate Students; Increase the Quality and Impact of UD Doctoral Programs; Eugene du Pont Memorial Distinguished Scholars; College Readiness Scholars Institute; Biopharmaceutical Innovation Building |
| Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP) | \$ 5,000,000.00 | Arts and Sciences | Donald J. Puglisi and Marichu C. Valencia Music Enrichment Fund |
| Aramark (CP) | \$ 2,000,000.00 | Athletics | Athletic Facilities Fund |

| | | | |
|---|-----------------|--|---|
| IRRC Institute (CP) | \$ 1,618,230.47 | Arts and Sciences | John L. Weinberg Center for Corporate Governance |
| Estate of Ruth R. Montgomery ('80/HS) | \$ 1,408,911.69 | Agriculture and Natural Resources; Engineering | Harry T. and Ruth R. Montgomery Scholarship in Agriculture and Natural Resources; Harry Thomas Montgomery Engineering Scholarship |
| Mr. David E. Hollowell (RF) and Dr. Kathleen A. Hollowell (RF) | \$ 1,200,000.00 | Arts and Sciences | Kathleen A. and David E. Hollowell Chair of Mathematics Education |
| H. Fletcher Brown Trust (OO) | \$ 1,158,039.86 | University Wide | H. Fletcher Brown Trust |
| Anonymous Alum (AA) | \$ 1,000,000.00 | University Wide | Donor preference to be determined |
| Anonymous Faculty/Staff (FA) and Anonymous Retired Faculty/Staff (AR) | \$ 1,000,000.00 | Education and Human Development | Faculty Scholar in Education |
| Anonymous Grad Alum (AG) and Anonymous Friend (AF) | \$ 1,000,000.00 | Agriculture and Natural Resources | Urban Entomology Professorship |
| Dr. Joseph J. DeStefano ('68/AS) and Mrs. Judith G. DeStefano ('70/EHD) | \$ 1,000,000.00 | Arts and Sciences | Drake Hall Expansion |
| UD Alumni Association (OO) | \$ 1,000,000.00 | University Wide | UDAA Alumni Recognition Wall |
| Thomas W. Hofmann, C.P.A. ('73/BE) and Mrs. Katherine M. Hofmann (FR) | \$ 900,000.00 | Arts and Sciences | Ethel and Donald Hofmann Research Fund to Support NUCLEUS |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|---|
| Estate of Judith Switzer Jenkins ('62/BE) | \$ 960,000.00 | Business and Economics | Judith Switzer Jenkins Scholarship |
| W. L. Gore & Associates, Inc. (CP) | \$ 800,000.00 | University Wide | Advanced Material Characterizations Lab Equipment |
| Mr. W. Eric Roberson ('69/BE) and Mrs. Judith E. Roberson (FR) | \$ 583,000.00 | Athletics; Business and Economics | Athletic Facilities Fund; Lerner College of Business and Economics |
| The WAY Foundation (FF); Ann K. Adornetto, M.Ed., LPC ('88/AS) and Michael J. Adornetto, MSW, LCSW (FR) | \$ 500,000.00 | Athletics; University Wide | Whitney Athletic Center and Delaware Stadium Renovation; Student-Athlete Academic Center; Women's Tennis Program; Undergraduate Research through Summer Scholars Program; Psychology Undergraduate Research through the Summer Scholars Program |
| Mr. Robert A. Blake, Jr. ('75/EG) | \$ 500,000.00 | Engineering | Robert A Blake Jr. Electrical Engineering Fellowship Equipment |
| Dr. Sharon L. Brittingham ('70/AS) and Mr. William Brittingham (FR) | \$ 500,000.00 | Education and Human Development | Sharon W. Brittingham Education Scholarship |
| Anonymous Foundation | \$ 500,000.00 | Arts and Sciences | Dr. Mary Dozier's Research in the Department of Psychological & Brain Sciences |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|--|--|
| U.S. Trust, Bank of America P.W.M. (CP); Anonymous Past Parent (AP) | \$ 450,000.00 | Agriculture and Natural Resources | Apiary Program; Worrilow Hall Renovations |
| Dr. James G. Faller ('62/EG) and Mrs. Catherine E. Faller ('58/EHD) | \$ 400,000.00 | Arts and Sciences; Athletics; Education and Human Development; Engineering | George and Joan Faller Scholarship; Ioannis and Sophia Eliades Scholarship in Math and Physics; Athletic Facilities Fund; Catherine Eliades Faller Scholarship; James and Catherine Faller Scholarship |
| Mr. Jay R. O'Donald ('65/EG) and Mrs. Louise D. O'Donald (FR) | \$ 400,000.00 | University Wide | Jay R. '65 and Louise D. O'Donald Scholarship |
| Mrs. Robin M. Pzena ('81/AS) and Mr. Richard S. Pzena (FR) | \$ 400,000.00 | University Wide | Robin M. and Richard S. Pzena Scholarship |
| Stockman Family Foundation Trust (FF) | \$ 300,000.00 | Arts and Sciences | Stockman Family Foundation Preservation Studies Program Fellowship |
| Teva Pharmaceuticals (CP) | \$ 290,000.00 | University Wide | Office of Laboratory Animal Medicine |
| 3D Systems, Inc. (CP) | \$ 250,000.00 | Engineering | Department of Electrical and Computer Engineering |
| Anonymous Friend (AF) and Anonymous Friend (AF) | \$ 250,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|--|--|
| Mr. John R. Collins ('80/BE) and Mrs. Margaret P. Collins ('80/AS) | \$ 250,000.00 | Business and Economics | John and Margaret Collins Scholarship |
| Dr. James J. Doherty, Jr. ('89/AS) and Mrs. Amy Doherty (FR) | \$ 250,000.00 | Arts and Sciences | Doherty Family Scholarship in Biological Sciences |
| Howard E. Hudson, Jr., M.D. ('63/AS) and Mrs. Patricia C. Hudson ('63/EHD) | \$ 250,000.00 | Arts and Sciences; Education and Human Development | Howard E. and Elizabeth M. Hudson Scholarship in Biological Sciences; Robert T. and Helen L. Coyne Scholarship in Elementary Teacher Education |
| Raymond J. Klapinsky, Esq. ('60/AS) and Ms. Dorothea E. Klapinsky ('60/HS) | \$ 250,000.00 | Health Sciences | James C. and Theresa Kakavas Scholarship; Kakavas Family Scholarship in Health Sciences |
| William Howard Schieffer, C.P.A. ('84/BE) and Mrs. Dawn M. Schieffer ('85/AS) | \$ 250,000.00 | Athletics | Athletic Facilities Fund |
| The Delaware Innovation Fund (OO) | \$ 250,000.00 | Business and Economics | David J. Freschman Memorial Entrepreneurship Scholarship |
| Sarah Jastak, Ph.D. ('54/AS) | \$ 213,300.00 | Morris Library | University Museums |
| Mr. Alan L. Brayman ('73/BE) and Mrs. Joann M. Brayman (PP) | \$ 200,000.00 | Athletics; Business and Economics | Whitney Athletic Center and Delaware Stadium Renovation; Alan L. Brayman '73 and Joann Brayman Scholarship |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|--|
| Mrs. Marie DiNenno Burton ('84/AS) and Mr. Charles L. Burton (PA) | \$ 200,000.00 | Agriculture and Natural Resources | Worrilow Hall Renovations |
| Mr. William F. D'Alonzo (FR) and Mrs. Sarah C. D'Alonzo (FR) | \$ 200,000.00 | Agriculture and Natural Resources | Endowed Professorship in Waterfowl and Upland Gamebird |
| Mr. E. Bradford duPont, Jr. ('96/AS) | \$ 200,000.00 | Agriculture and Natural Resources | Endowed Professorship in Waterfowl and Upland Gamebird |
| Mr. Michael J. Renna ('91/BE) and Mrs. Christina M. Renna (FR) | \$ 200,000.00 | Athletics | Athletic Facilities Fund |
| The Henry Francis du Pont Winterthur Museum (OO) | \$ 155,935.00 | Arts and Sciences | Winterthur Museum Graduate Student Stipends |
| Estate of Richard M. Appleby, Jr. (PP) | \$ 150,000.00 | Engineering | Richard M. Appleby Jr. Scholarship |
| EDiS Company (CP); Barton Malow Company (CP) | \$ 150,000.00 | Athletics | Athletic Facilities Fund |
| Dr. W. Noel Einolf ('71/AS) | \$ 150,000.00 | Arts and Sciences | Dr. W. Noel Einolf Chemistry Support Fund in Honor of Dr. Burnaby Munson |
| Mr. John T. Kramer ('82/EG) and Mrs. Brenda P. Kramer ('83/EG) | \$ 150,000.00 | Engineering | Kramer Biomedical Engineering Fellowship |
| Anonymous Alum (AA) and Anonymous Alum (AA) | \$ 125,000.00 | Arts and Sciences; Engineering | Arts and Sciences Scholarship; Engineering Scholarship |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|---|
| Mr. Matthew C. Cohen ('89/BE) and Mrs. Beth M. Cohen ('89/AS) | \$ 125,000.00 | Business and Economics | Cohen Family Lerner Director of Diversity Support Fund; Ernst & Young Fund for Excellence in Accounting Education |
| Mr. Francis E. Gardiner, Jr. ('62/EG) and Mrs. Mildred W. Gardiner (PP) | \$ 125,000.00 | Engineering | Francis E. Gardiner Jr. Scholarship |
| Discover Financial Services, Inc. (CP) | \$ 100,000.00 | University Wide | Small Business Development Center |
| Douglas J. Doren, Ph.D. (FS) and Dr. Deborah B. Ehrental (FR) | \$ 100,000.00 | Arts and Sciences | Douglas J. Doren and Deborah B. Ehrental Scholarship |
| Mr. Peter J. Fitzpatrick (CA) and Mrs. Marie E. Fitzpatrick (PP) | \$ 100,000.00 | Morris Library | University Museums |
| Ms. Donna M. Fontana ('85/BE) | \$ 100,000.00 | Business and Economics | Fontana Financial Literacy Fund |
| Mr. Scott C. Hennessy ('80/BE) and Mrs. Carolann Hennessy (FR) | \$ 100,000.00 | Business and Economics | Hennessy Fund in support of the Blue Hen Marketing Club |
| Mr. Paul E. Hess ('68/AS) and Mrs. Joyce R. Hess ('68/EHD) | \$ 100,000.00 | University Wide | Osher Lifelong Learning Institute Gift Fund |
| Mr. L. Michael Moskovic (FR) and Ms. Dorothy J. Selinger Moskovic (FR) | \$ 100,000.00 | University Wide | Osher Lifelong Learning Institute Gift Fund |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|--|--------------------------------------|--|---|
| Dr. Janice A. Seitz (RF) | \$ 100,000.00 | Agriculture and Natural Resources; University Wide | Dr. Janice A. Seitz Scholarship in the College of Agriculture and Natural Resources; Dr. Janice A. Seitz Scholarship in the Biden Institute |
| Mr. Stephen E. Stockwell ('68/ANR) and Mrs. Patricia T. Stockwell ('68/AS) | \$ 100,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.

MINUTES FOR APPROVAL

APPENDIX B

1. Named Professorships

| Name | Title and Department |
|--------------|--|
| Nancy Jordan | Dean Family Endowed Chair for Teacher Education School of Education |
| Yan Jin | Edward F. & Elizabeth Goodman Rosenberg Professor Electrical & Computer Engineering |
| Sheryl Kline | Aramark Chair of Hospitality Business Management |
| Yushan Yan | Henry B. du Pont Chair of Chemical & Biomolecular Engineering |

2. Faculty Emeriti

The following individuals are recommended for emeritus status:

| Name | Title | Department |
|-----------------|---|---------------------------------|
| Benigno Aguirre | Professor Emeritus | Sociology & Criminal Justice |
| Daniel Callahan | Professor Emeritus | History |
| Vicki Cassman | Professor Emerita | Art Conservation |
| Peter Cole | Professor Emeritus | Linguistics & Cognitive Science |
| Patricia DeLeon | Trustees' Distinguished Professor Emerita | Biological Sciences |
| Robert Dyer | Associate Professor Emeritus | Animal & Food Sciences |

| | | |
|------------------|--|-------------------------------------|
| Steven Hastings | Professor Emeritus | Applied Economics & Statistics |
| Gabriella Hermon | Professor Emerita | Linguistics & Cognitive Science |
| David Kuhlman | Professor Emeritus | Psychological & Brain Sciences |
| Errol Lloyd | Professor Emeritus | Computer & Information Systems |
| Cathy Matson | Richards Professor Emerita of American History | History |
| Lidia Rejto | Professor Emerita | Applied Economics & Statistics |
| Stanley Sandler | H. B. du Pont Chair Emeritus | Chemical & Biomolecular Engineering |
| Timothy Targett | Professor Emeritus | School of Marine Science & Policy |

3. Promotions and Tenure

- a. The following individuals are recommended for promotion from Associate Professor to Professor (all were granted tenure previously), effective September 1, 2019.

| Name | Department |
|----------------------|---------------------------------------|
| Alexander Selimov | Languages, Literatures and Cultures |
| Amy Shober | Plant and Soil Sciences |
| Arthi Jayaraman | Chemical and Biomolecular Engineering |
| Christopher Meehan | Civil and Environmental Engineering |
| Cynthia Schmidt-Cruz | Languages, Literatures, and Cultures |
| Deborah Bieler | English |
| Fei Xie | Finance |
| Holly Michael | Geological Sciences |
| Jingmei Qiu | Mathematical Sciences |
| John D'Arcy | Accounting and Management Information |
| Matthew Doty | Materials Science and Engineering |
| Melissa Melby | Anthropology |
| Nicole Donofrio | Plant and Soil Sciences |
| Sebastian Cioba | Mathematical Sciences |

| | |
|---------------|----------------------------|
| Xiaoxia Lou | Finance |
| Zhihao Zhuang | Chemistry and Biochemistry |

- b. The following individual is recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2019.

| Name | Department |
|---------------|--------------------------------|
| Donald Lehman | Medical and Molecular Sciences |

- c. The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2019.

| Name | Department |
|--------------------|---|
| Adam Wallace | Geological Sciences |
| Adrian Pasquarella | School of Education |
| Anderson Janotti | Materials Science and Engineering |
| Benjamin Bagozzi | Political Science and International Relations |
| Bingjun Xu | Chemical and Biomolecular Engineering |
| Christopher Price | Biomedical Engineering |
| Constanze Liaw | Mathematical Sciences |
| Danielle Dixson | School of Marine Science and Policy |
| Dustin Slesman | Business Administration |
| Jaelyn Schwarz | Psychological and Brain Sciences |
| James Berry | Economics |
| Jason Hill | Art History |
| Jennifer Gallo-Fox | Human Development and Family Sciences |
| Jeremy Tobacman | Economics |
| Jessica Horton | Art History |
| Ji Kyung Park | Business Administration |
| Joseph Feser | Mechanical Engineering |
| Kelly Cobb | Fashion and Apparel Studies |
| Kyle Emich | Business Administration |
| Kyong-Min Son | Political Science and International Relations |
| Mary Bowen | School of Nursing |

| | |
|-------------------|---------------------------------------|
| Megan Wenner | Kinesiology and Applied Physiology |
| Mellissa Gordon | Human Development and Family Sciences |
| Noël Archambeault | Music |
| Philip Gentry | Music |
| Timothy Vickery | Psychological and Brain Sciences |
| Yuanchong Wang | History |

- d. The following individuals are recommended for promotion to Associate Professor without tenure, effective September 1, 2019.

| Name | Department |
|---------------------------|-------------------------------------|
| Andrew Novocin | Electrical and Computer Engineering |
| Dawn Berk | Mathematical Sciences |
| Heather Doty | Mechanical Engineering |
| Jennifer Naccarelli Reese | Women and Gender Studies |
| Jessica Edwards | English |
| Julia Bayuk | Business Administration |
| Mark Isaacs | Plant and Soil Sciences |
| Meghan McGuire | English |
| Scott Stevens | English Language Institute |
| Timothy Fowles | Psychological and Brain Sciences |

- e. The following individuals are recommended for tenure, effective September 1, 2019.

| Name | Department |
|-------------------|---|
| Katie Fitzpatrick | School of Public Policy & Administration |
| Velia Fowler | Biological Sciences |
| Catherine Grimes | Chemistry & Biochemistry |
| Allison Karpyn | Human Development and Family Sciences |
| Julie McGee | Africana Studies |
| Joanne Miller | Political Science & International Relations |
| Cheryl Hicks | Africana Studies |

APPENDIX C

University of Delaware Mission Statement¹

The University of Delaware exists to cultivate learning, develop knowledge, and foster the free exchange of ideas. State-assisted yet privately governed, the University has a strong tradition of distinguished scholarship, **which is manifested in its research and creative activities**, teaching, and service, **in line with its** commitment to increasing and disseminating scientific, humanistic, **artistic**, and social knowledge for the benefit of the larger society. Founded in 1743 and chartered by the state in 1833, the University of Delaware today is a land-grant, sea-grant, **and** space-grant, ~~and urban-grant~~ university.

The University of Delaware is a major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education. UD faculty members are committed to the intellectual, cultural, and ethical development of students as citizens, scholars and professionals. UD graduates are prepared to contribute to a global and diverse society that requires leaders with creativity, integrity and a dedication to service.

The University of Delaware promotes an environment in which all people are inspired to learn, and encourages intellectual curiosity, critical thinking, free inquiry, and respect for the views and values of an increasingly diverse population.

An institution engaged in addressing the critical needs of the state, nation, and global community, the University of Delaware carries out its mission with the support of alumni who span the globe and in partnership with public, private, and nonprofit institutions in Delaware and beyond.

¹Revisions are noted in red.



BOARD OF TRUSTEES
October 3-4, 2019
Minutes

The Board of Trustees of the University of Delaware held its Annual Retreat on October 3 and 4, 2019. Meeting sessions were held at the Audion of the Tower at STAR. Attendance at the meeting was open to the UD community and the general public.

TRUSTEES PRESENT FOR SESSION ON *OCTOBER 3, 2019:*

Dennis Assanis; Chris Baker; I.G. Burton; John Cochran; Carol Ammon; Allison Castellanos; Joan Coker; Claire DeMatteis; Bill DiMondi; Donna Fontana; Chai Gadde; Mike Geltzeiler; Kathleen Hawkins; Terri Kelly; Bill Lafferty; Nisha Lodhavia; Guy Marcozzi; Debra Hess Norris; John Paradee; Claudia Peña Porretti; Don Puglisi; Rob Rider; Ed Sannini; David Spartin; Sean X. Wang; Ken Whitney

TRUSTEES PRESENT FOR SESSION ON *OCTOBER 4, 2019:*

Dennis Assanis; Chris Baker; I.G. Burton; John Cochran; Carol Ammon; Joan Coker; Bill DiMondi; Donna Fontana; Chai Gadde; Mike Geltzeiler; Kathleen Hawkins; Terri Kelly; Bill Lafferty; Nisha Lodhavia; Debra Hess Norris; John Paradee; Claudia Peña Porretti; Don Puglisi; Ed Sannini; David Spartin; Sean X. Wang; Ken Whitney

TRUSTEES EXCUSED:

Jim Borel; John Carney; Whitney T. Sweeney

MEETING SESSIONS:

On Thursday, October 3, 2019, the meeting included the following:

- A presentation by President Dennis Assanis on goals for 2019-2020;
- A presentation by Rodney Morrison, Vice President for Enrollment Management on enrollment management strategies;
- A presentation by Dr. Michael Chajes, Director of the Honors Program, on the history of Honors at the University of Delaware;
- Small group discussions and Trustee verbal report outs.

On Friday, October 4, 2019, the meeting included the following:

- A presentation by Dr. Charlie Riordan, Vice President for Research, Scholarship and Innovation, on Research at the University of Delaware;
- A panel presentation and discussion with members of the Faculty Senate Executive Committee, led by Dr. Matthew Robinson, Faculty Senate President;
- A panel presentation and discussion with the members of the Student Government Association, Graduate Student Council, and Student Athlete Advisory Committee, moderated by Dr. José-Luis Riera, Vice President for Student Life;
- A presentation by Dr. Carol Cartwright, Senior Fellow and Senior Consultant with the Association of Governing Boards of Universities and Colleges.

Respectfully submitted:



Jeffrey W. Garland
Vice President and University Secretary

MINUTES FOR APPROVAL



**TRUSTEE COMMITTEE
ON
PUBLIC AFFAIRS AND ADVANCEMENT**

NOVEMBER 4, 2019

MINUTES

The Committee on Public Affairs and Advancement held a meeting on November 4, 2019, which began at approximately 2:00pm in Room 130 of HULLIHEN HALL.

COMMITTEE MEMBERS PARTICIPATING:

Terri Kelly, Chair; Claire DeMatteis; Bill DiMondi; Kathleen Hawkins; Guy Marcozzi; Donald J. Puglisi; John Cochran; and President Dennis Assanis

MEMBERS EXCUSED:

Joan Coker, Claudia Peña Porretti

FACULTY REPRESENTATIVES:

Matt Robinson and Chris Williams

STUDENT REPRESENTATIVES:

Blake Abraham, Mia Carbone, Gianna Lorusso, and Charles Scarborough

ADMINISTRATORS AND OTHERS PRESENT:

Angela Anderson, Director, Federal Relations; Beth Brand, Senior Associate Vice President for Development; Glenn Carter, Vice President for Communications and Marketing; Jim Dicker, Vice President for Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Jeff Garland, Vice President and University Secretary; John Long, Vice President and Chief Operating Officer; Kate Long, Assistant Vice President, Operations; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Caitlin Olsen, Manager, Community Relations; Evan Park, Assistant Director of Government Relations; Mary Remmler, Vice President for Strategic Planning and Analysis; Charlie Riordan, Vice President for Research, Scholarship and Innovation; José-Luis Riera, Vice President for Student Life; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of April 17, 2019.

RESOLUTION FOR APPROVAL:

On a motion made and seconded, the following resolution was approved:

WHEREAS, the following donors have generously given to the University of Delaware; and

(details as contained in the listing provided in the Fall 2019 Committee meeting booklet and detailed in the listing included at the conclusion of these minutes)

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.

CALL TO ORDER:

Ms. Kelly called the meeting to order at approximately 2:00pm and welcomed all in attendance.

PRESIDENT'S UPDATE:

President Assanis welcomed all to the meeting and updated the Committee on the current semester. He spoke to the University's enrollment numbers and this year's decision to allow applicants to apply early action. Those interested in applying early action had a deadline of November 1st, and applications received by the end of October were double the figure from the year prior. President Assanis noted that while this is not a promise of any larger trend, it is an encouraging sign of interest in the University of Delaware.

President Assanis concluded his remarks by informing the Committee that the University had recently been ranked 4th in the country in its four-year graduation rate among public, primarily residential college campuses.

REPORT ON GOVERNMENT RELATIONS:

Mr. Park provided an overview of the 150th general assembly and spoke to the FY2020 budget. Staff are monitoring bills and legislation that may impact the University. Mr. Park noted that Senator Harris McDowell will not be seeking re-election, and further spoke to the landscape for elections in 2020.

Mr. Park spoke to the work of the government relations team as it pertains to outreach and education with elected officials, highlighting the impact of having a top-tier, research institution in the State as well as speaking to the function, role, and purpose of the University's endowment. He noted that these conversations happen in both one-on-one and group settings and happen on an ongoing basis with legislators and their staff. He also spoke to current off-season issues and activities.

Ms. Olsen updated the Committee on the Newark Transit Center and regional transportation and opportunities to engage with legislators and partners to increase regional travel through the center. The Committee discussed the off-season issues as well as the strategy of funding from the State.

Ms. Olsen spoke to the progress made with the City of Newark and the change in the tenor of discussions with the Mayor and City Council. She noted the recent community bike ride and opening of the Pomeroy Connector Trail as events that brought the University and community together. Ms. Olsen also provided an overview of the April 2020 City elections and current challenges in front of the City.

President Assanis spoke to the positive relationship with the new mayor of Newark and his interest in collaboration with the University. He also noted ongoing discussions with the Governor for funding to better support the Commitment to Delawareans.

Ms. Anderson provided a high-level update to supplement her narrative report included in the meeting materials. Twenty-four of twenty-five appropriations requests submitted to the House and Senate for FY2020 were included in committee reports. Those twenty-five requests spanned five appropriations bills and included requests from the National Science Foundation, National Institute of Health, and National Endowment for Humanities.

Ms. Anderson noted congressional legislations issues include funding for a southern border wall and ongoing impeachment hearings. Congress is looking to reauthorize the Higher Education Act, although it does not clear whether there will be a comprehensive reauthorization in this session. Other issues upcoming include guidance on DREAM/DACA following a decision from the Supreme Court, interest around Chinese influence, and gene patent reform. The University is monitoring these issues closely and their potential impact.

In the upcoming six months, Ms. Anderson noted that impeachment proceedings, the upcoming 2020 elections, FY2020 appropriations, and control of the House and Senate are likely to be key issues.

President Assanis noted that he is serving on the National Commission on Innovation, and he recently recommended several members of the administration to support the work of the Commission, and all six recommended were accepted.

REPORT FROM THE OFFICE OF COMMUNICATIONS AND MARKETING:

Mr. Carter spoke to the many initiatives ongoing through the office and shared several word of mouth quotes from individuals engaging with materials from the University. He also updated the Committee on the strategic marketing and communication plan framework. The plan focuses on brand marketing, reputation and positioning, and institutional protection. The team uses this framework to drive the work of the office.

Mr. Carter further updated the Committee on progress integrating the University's marketing efforts campus wide. It is a big shift from a fully decentralized strategy but moving in the right direction. Ms. Kelly asked about how the office prioritizes the many marketing needs, and Mr. Carter offered that it takes a great deal of coordination and work across the University to do it well.

Mr. Carter also spoke to leveraging technology driven exposure opportunities, including making the print UD magazine experience available in a digital format as well as cross-pollinating with UDaily. An app for the University is also being developed for students and the community. He also noted projects using the University's website management software and creating video vignettes that highlight our resident experts.

Mr. Carter also provided an overview of the impact of both traditional and new media in telling the story of the University, as well as how the University uses its internal experts and leadership communications to show the University's impact. He closed with an overview of where the office is today with its efforts and plans moving forward.

Ms. DeMatteis asked the student representatives about their impression of the communications and marketing efforts of the University, and Ms. Lorusso noted that communications continue to improve and highlighted a mobile app as a sought-after item. Ms. Carbone also noted that students would like their student ID to be available in Apple Wallet.

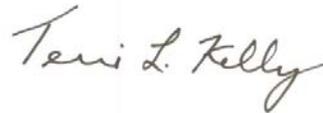
DEVELOPMENT AND ALUMNI RELATIONS UPDATE:

Mr. Dicker provided a brief update to the Committee on the progress of the capital campaign. He noted that the campaign had surpassed \$731 million against its \$750 million goal. This year was the second consecutive year that the University raised \$100 million dollars.

ADJOURNMENT:

With no other business, the meeting was adjourned at approximately 3:13pm for an executive session.

APPROVED:



Terri Kelly
Chair

RESOLUTIONS
(January 1 – June 30, 2019)

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|--|
| Unidel Foundation, Inc. (FP) | \$ 12,000,000.00 | University Wide | Ammon Pinizzotto Biopharmaceutical Innovation Center |
| H. Fletcher Brown Trust (TC) | \$ 5,258,430.38 | University Wide | H. Fletcher Brown Trust |
| Mark P. Bendett, Ph.D. ('81/EG) | \$ 2,000,000.00 | Engineering | Bendett Fellowship; Mark P. Bendett Professor of Electrical and Computer Engineering |
| Dr. Eva-Maria Hauck-Grasselli (FR) | \$ 2,000,000.00 | Engineering | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| Christiana Care Health System (CP) | \$ 1,500,000.00 | Athletics; Health Sciences | Whitney Athletic Center and Delaware Stadium Renovation; Tower at STAR Campus |
| Bentley Systems Incorporated (CP) [Dr. Barry J. Bentley ('78/EG) and Mrs. M. Therese Bentley (PP)] [Mr. Keith A. Bentley ('80/EG) and Mrs. Corinne P. Bentley (PP)] | \$ 1,100,000.00 | Engineering | Bentley Systems Early Career Professor |
| Estate of Miriam D. McCauley (FR) | \$ 819,996.50 | Engineering | Miriam D. McCauley Engineering Scholarship |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Anonymous Corporation (PN) [Anonymous Friend (AF)] | \$ 754,263.00 | Earth, Ocean and Environment | Project Recover |
| Mrs. Sarah I. Gore ('76/EHD) | \$ 500,000.00 | Education and Human Development | Sarah Ives Gore '76M Graduate Student Support Fund; Sarah Ives Gore '76M Fellowship |
| Stephen F. Esser, Ph.D. ('85/BE) and Ms. Dana L. Dortone (FR) | \$ 250,000.00 | University Wide | Honors Program Director's Fund |
| The George Judy Marcus Family Foundation (FF) [Mr. George M. Marcus (FR) and Mrs. Judith A. Marcus (FR)] | \$ 250,000.00 | University Wide | Biden School and Institute |
| Pi Kappa Alpha (OO) | \$ 250,000.00 | University Wide | Pi Kappa Alpha Fraternity Scholarship |
| John L. Anderson, Ph.D. ('67/EG) and Mrs. Patricia Siemen Anderson ('67/AS) | \$ 200,000.00 | Athletics, Engineering | Whitney Athletic Center and Delaware Stadium Renovation; John and Pat Anderson Chemical Engineering Scholarship |
| Schwab Charitable Fund (OO) [Mr. Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)] | \$ 100,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |
| Mrs. Sue A. Morgan ('76/BE) | \$ 150,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Lt. Robert F. Smith (FR) | \$ 150,000.00 | Health Sciences | Karen Anne White Smith '85 Memorial Scholarship |
| Delaware Community Foundation (FP) [Motivate the First State (CP)] | \$ 107,107.92 | Health Sciences | Motivate the First State Initiative |
| Kerith Foundation (FP) [Dr. Sean Xiaolu Wang ('92/EG) and Ms. Monica Meng-Ling Ho ('90/ANR)] | \$ 102,000.00 | Engineering | College of Engineering |
| Ms. Margaret Canavan (FR) | \$ 100,662.25 | Engineering | Dr. Bernard Canavan Faculty Research Award |
| Mr. Terence M. Murphy (TR) and Mrs. Julie Ann Murphy (PP) | \$ 125,000.00 | Arts and Sciences | Terence M. and Julie Ann Murphy Scholarship |
| Charlotte Coates-Wilkes, M.D. (FR) | \$ 100,000.00 | Engineering | Lester D. and Charlotte Wilkes Scholarship |
| Mr. Matthew C. Cohen ('89/BE) and Mrs. Beth M. Cohen ('89/AS) | \$ 100,000.00 | University Wide | Matthew C. and Beth J. Cohen Endowed Study Abroad Scholarship |
| Mr. Jerrold B. Harris (FR) and Mrs. Bobbi Harris (FR) | \$ 100,000.00 | Agriculture and Natural Resources | Endowed Professorship in Waterfowl and Upland Gamebird |
| Dr. Evelyn R. Hayes (RF) | \$ 100,000.00 | Health Sciences | Evelyn R. Hayes Health Sciences Initiative |
| Samuel H. Kress Foundation (FP) | \$ 100,000.00 | Arts and Sciences | WUDPAC Summer Internship Program |
| NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors. | | | |



**TRUSTEE COMMITTEE
ON
STUDENT LIFE AND ATHLETICS**

NOVEMBER 12, 2019

MINUTES

The Committee on Student Life and Athletics held a meeting on November 12, 2019, which began at approximately 2:00pm in Room 130 of Hulliher Hall.

COMMITTEE MEMBERS PARTICIPATING:

David W. Spartin, Chair (via phone); Christopher W. Baker; Allison Burris Castellanos; Kathleen V. Hawkins; Nisha Lodhavia; John Paradee; John R. Cochran; and President Dennis N. Assanis (via phone)

MEMBERS EXCUSED:

Donna M. Fontana

FACULTY REPRESENTATIVES:

Matt Robinson and Chris Williams

STUDENT REPRESENTATIVES:

Blake Abraham, Samantha Bingaman, Gianna Lorusso, Luis Marcano, and Julia Rowland

ADMINISTRATORS AND OTHERS PRESENT:

Jennifer Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Senior Associate Vice President, Development and Alumni Relations; John Brennan, Assistant Vice President, Communications and Marketing; Timothy Dowling, Director, Student Health Services; Jeff Garland, Vice President and University Secretary; John Long, Executive Vice President and Chief Operating Officer; Robin Morgan, Provost; Danica Myers, Interim Director and Title IX Coordinator; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation Services; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary; Jordan Skolnick, Deputy Athletic Director; Bradley Wolgast, Director, Center for Counseling and Student Development

APPROVED ON A MOTION MADE AND SECONDED:
Minutes of the Committee's meeting of April 16, 2019.

CALL TO ORDER:

Mr. Cochran called the meeting to order on behalf of Mr. David Spartin, who participated by phone, at approximately 2:00pm and welcomed all in attendance.

Mr. Cochran also welcomed Nisha Lodhavia to her first meeting as a member of the Committee on Student Life and Athletics.

PRESIDENT'S UPDATE:

Dr. Assanis updated the Committee by phone, noting that he had just participated in the Association of Public and Land-Grant Colleges and Universities (APLU) conference in San Diego. He noted the recent recognition of the University's four-year graduation rate as well as recognition of entrepreneurship efforts at the University. Dr. Assanis also noted the grand opening of the veteran and military success center and upcoming campus guest speakers.

Dr. Assanis provided an enrollment update and informed the Committee of the impact of the decision to go early action for admissions. He specifically noted that the applications received to date were double the number received the year prior for both in-state and out-of-state students.

Dr. Assanis informed the Committee of capital campaign progress, the University's women's field hockey championship win, and an overview of the themes presented at the APLU conference. He concluded his update with news from the University of California that it decided to end its contract with journal publisher Elsevier.

ATHLETICS STRATEGY:

Ms. Rawak presented the Committee with a strategic plan for athletics, building on the work of the past several years. The plan presents where athletics aims to go over the next five to seven years as well as the ways to get there. She noted that when she arrived to the University, many spoke of the University as a "sleeping giant" or "hidden gem" and the desire to move beyond a sleeping giant and become the giant. The plan was designed to align with President Assanis' and the University's overarching goals, and began with fundamental investments in the programs, student success and wellness, and people. She further spoke to the strategy employed to design the strategic planning process.

Mr. Skolnick continued the presentation and spoke to the benefits of recognition and relevancy through successful collegiate athletics. In the programs reviewed, consistent trends included increased applications, larger enrollment, increased university-wide fundraising, and increases in winning. Mr. Skolnick highlighted

one of the case studies, Gonzaga University, and the increases in applications, enrollment, fundraising, athletics budget, and conference championships. He noted that the successes from the basketball program had positive impacts across the university.

Ms. Rawak spoke to the need to focus on academic excellence alongside success athletically. She described athletics as an opportunity to be a window to the broader public and to use that venue to welcome more people into the University's ecosystem and drive the success of the entire university, rather than winning for the sole benefit of athletics. Mr. Paradee asked about the Gonzaga case study and its impact on academic excellence and offered an anecdote where another institution prioritized winning in a way that did not benefit the University academically.

Ms. Rawak offered that the academic profile at Gonzaga did increase and responded to Mr. Paradee's anecdote that leadership in athletics is not willing to compromise on excellence and integrity in order to increase its athletics record.

Ms. Rawak continued with an overview of the achievements that athletics hopes to reach through its strategic plan, with the winning aspiration of achieving national relevancy for the University of Delaware by becoming the winningest Cinderella story in college athletics. She then shared the name of the strategic plan, Project Glass Slipper. She lastly provided the necessary conditions for the plan to be successful. Ms. Rawak closed her presentation with a video of athletic highlights and asked the Committee to imagine if all the shared highlights happened within one year and reiterated that this plan is meant to strengthen the University as a whole and no athletics offerings would ever be more important than the academic experience.

Dr. Robinson thanked Ms. Rawak for the presentation and asked about the department's study methodology for reviewing athletics programs, as well as the potential return on investment for athletics enhancements. Ms. Rawak and Dr. Robinson discussed the nature of college athletics programs and cross-subsidies, and had a robust discussion of the strategies for investing with finite resources.

President Assanis addressed Dr. Robinson's concerns and noted his discussions with other college presidents that led similar processes to elevate their institutions through success in athletics. Mr. Cochran also expressed views on the success of the program under Ms. Rawak's leadership and the strategy presented.

Ms. Bingaman asked about timeline, benchmarks, and how the department will measure success, and Ms. Rawak provided a high-level overview of the various key performance indicators that are evaluated annually and monitored monthly to appropriately drive results.

HEALTH AND WELLBEING:

Dr. Riera provided a brief overview of the ongoing discussion of student mental health over the past several years. One piece of that discussion has to do with positioning student health and wellness to be relevant to today's college student as well as for students in the future based on trends seen at the University and more broadly across higher education. A key component to that plan is the Wellbeing Center at Warner Hall.

Dr. Riera spoke to the current layout of student health and wellbeing support services, noting that services are spread across the campus. The University's services have been recognized for innovative programs around student health and wellbeing, and the Wellbeing Center will help further support that work.

Warner Hall is adjacent to student health services at Laurel Hall and will support a culture that makes it easier for students to navigate health and wellbeing services. This project also allows the University to have a greater impact with the space within Warner Hall. Dr. Riera informed the Committee of the history of Warner Hall as a single-sex female dormitory and noted that students interested in this living arrangement are now being housed in Kent Hall.

Dr. Riera provided an overview of the planned layout for the Wellbeing Center at Warner Hall and emphasized the pliable nature of many of the spaces and the ability to host student groups, peer mentoring sessions, and other activities. He also spoke to a schematic of the ground level floor plan as presented in the meeting materials and provided several examples of how collocating these services might better serve the needs of our students. The project is anticipated to begin in January 2020 and be completed in time to open in Spring 2021.

Mr. Cochran asked the students about their impressions of the new Wellbeing Center and there was strong support of the prioritization of student mental health and wellbeing and believe this new addition will be well received by the student body.

The Committee discussed the plan and its implications for future student health support services, as well as how the University's utilization of mental health and wellness services compared to national trends.

Mr. Cochran noted that the topic of sexual assault had not been discussed by the Committee in some time and requested an update on sexual assault prevention and Title IX training for the Committee's Spring meeting.

STUDENT LEADERSHIP UPDATES:

Mr. Marcano, of the Student-Athlete Advisory Committee, introduced himself and spoke to several initiatives for the organization for the year. First, he noted a fundraiser being held on December 5th to support UDANCE. He also mentioned

that the Committee is encouraging more student-athlete participation in attending other sports competitions in order to build comradery among all student-athletes. This participation will be scored through the HENS Cup and teams will compete through their attendance at events. Another initiative to support greater comradery is to hold a "field day" each semester where student-athletes will form teams across sports and compete in games.

Ms. Lorusso, of the Student Government Association, spoke to the upcoming annual student experience survey. The survey began last year, and it will go out again this year over the Thanksgiving holiday. The SGA will continue to discuss space on campus, as many have reported the campus as crowded. The SGA has also expressed interested in a student union and received feedback that the current student centers are outdated. Ms. Lorusso and other student leaders recently toured other student unions at other institutions and plan to share their findings with the student body. She further spoke to the SGA's support of student mental health. The Committee discussed the survey and asked to review its findings once they are available.

Mr. Abraham, of the Graduate Student Government, spoke to several events that had taken place or are upcoming to provide social opportunities for the graduate student community. He also noted that the GSG is working on ways to support the mental health needs of graduate students. The GSG is also working on developing a mechanism for supporting graduate student groups through allocation of resources for events. The GSG is also working with Dr. Martin to have increased contact with various administrators in order to strengthen the work of the Graduate Student Government. He noted a challenge of the GSG is that many graduate students turnover at a faster rate than the traditional undergraduate students and this turnover impacts leadership continuity and institutional knowledge.

ADJOURNMENT:

With no additional business, the Committee concluded its meeting at approximately 3:41pm for an executive session.

APPROVED:



David Spartin
Chair



**TRUSTEE COMMITTEE
ON
GROUNDS AND BUILDINGS**

NOVEMBER 13, 2019

MINUTES

The Committee on Grounds and Buildings held a meeting on November 13, 2019, which began at approximately 10:00am in Room 130 of Hullahen Hall.

COMMITTEE MEMBERS PARTICIPATING:

James C. Borel, Chair; Irwin G. Burton III; William J. DiMondi (phone); Chai Gadde; Donald J. Puglisi; Robert F. Rider, Jr.; Edmond Sannini; John R. Cochran; and President Dennis N. Assanis

MEMBERS EXCUSED:

John Paradee

FACULTY REPRESENTATIVES:

Matt Robinson and Chris Williams

STUDENT REPRESENTATIVES:

Erin Hein, Gianna Lorusso, Sindhuja Sunder

ADMINISTRATORS AND OTHERS PRESENT:

Brian Dembeck, Director, Property Management, 1743 Holdings, LLC; Jim Dicker, Vice President for Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Jeff Garland, Vice President and University Secretary; Marci Hutton, Director of Planning and Project Management, FREAS; Peter Krawchyk, Vice President, FREAS and University Architect; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Greg Oler, Vice President for Finance; Sharon Pitt, Vice President for Information Technology; Kimberly Reinagel-Nietubicz, Strategic Policy Analyst; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of September 5, 2019.

CALL TO ORDER:

Mr. Borel called the meeting to order at approximately 10:00am and welcomed all in attendance.

PRESIDENT'S UPDATE:

President Assanis opened his remarks with a reminder of the University's commitment to student success. One marker of that commitment is the University's four-year graduation rate, which was recognized as one of the best in the nation for primarily residential campuses with a graduation rate of 73%. President Assanis also mentioned two other areas where the University has been recognized in national rankings; the University's study abroad program was ranked top five in the country and ranked number thirty-eight in entrepreneurship programs in the country.

President Assanis also provided an update on enrollment and noted that at the recent Association of Public and Land-Grant Universities (APLU) conference, enrollment and student demographics was among the top topics discussed by college and university presidents. He noted that enrollment and demographics shifts will continue over the next several years and have an impact on campuses across the country. One proactive step the University has taken is offering early action in admissions, and this year applications received to date are double what had been received the year prior.

President Assanis also updated the Committee on the capital campaign, progress and future strategies to support student mental health on campus, and the themes discussed at the APLU conference regarding the evolution of college and university libraries.

PROJECTS REQUIRING APPROVAL:

Mr. Long opened his remarks with several brief updates for the Committee. He started with an update on the Dickinson complex sale, noting that the project was approved by the City of Newark, and it is anticipated to close at some point in December. If the deal is not completed by the end of December, the property reverts to the University and the University will keep the payments received to date. Second, Mr. Long updated the Committee on an external review by a development firm to consider the potential for public-private partnership (P3) housing opportunities for the University. Following this review, the Administration plans to have a second opinion from a group that is not a developer. Mr. Long further noted that at the Committee's February meeting, the Administration should be able to provide an update on these reviews as well as recommendations on how to allocate resources at the Lewes campus, based on the Committee's discussion at its September meeting.

Ms. Hutton presented the Christiana Towers Demolition project to the Committee, noting that the approval sought at this meeting is to complete abatement in the building prior to demolition. This portion of the project has received bids and is ready to proceed. The design and final cost for the building demolition is not complete, but it is anticipated that the project will remain within the project cost built into the capital plan. Ms. Hutton further noted that the Towers are currently unoccupied by students, and there are discussions underway to relocate the antennae that currently sit atop the Towers. Demolition cannot begin until those antennae are relocated.

Mr. Long noted that he is hopeful the work on relocating antennae will be done within a year and recognized the IT team for doing the yeoman's work on relocating the antennae. He further noted that there may be a development opportunity alongside the demolition of the Towers. Lastly, Ms. Hutton noted that the common area between the two towers is still operational and those services will need to be moved out of the building as well.

Ms. Hutton next spoke to the Library Annex – Addition project, noting that this expansion will allow for the University to maintain access to the resources being moved out of the library while also allowing for additional space within the library for student interaction and to renovate the Special Collections space.

On a motion made and seconded, the resolution for approval of the Christiana Towers Demolition and Library Annex – Addition projects was approved.

FOR INFORMATION:

Mr. Long updated the Committee on the FinTech project that has been in exploratory discussions for over two years. The building will be located on STAR Campus and the Colleges of Engineering and Business intend to occupy approximately 50,000 square feet of the building.

Dr. Assanis noted the discussions for this building have been with Delaware Technology Park (DTP) as well as Discover Bank. Initially the discussions for the space did not include academic space, and the current plan will allow for a presence for engineering and business programming on the STAR Campus as well as opportunities for collaboration with the businesses within the building.

Mr. Krawchyk also updated the Committee on the plans to renovate the Roundhouse on Academy Street. Through discussions with Student Life, this location was identified to be renovated as a graduate student lounge space. The space is currently underutilized, and the Administration is exploring repurposing the space in partnership with Aramark. Dr. Puglisi asked about the level of graduate student input on the project, and Dr. Riera noted that they have worked closely with the Graduate Student Government in designing this project. Mr. Long also highlighted Aramark's contributions to this project.

Mr. Long next presented on deferred maintenance efforts at the University, noting that investments continue on the main campus and on the green, not just on STAR Campus. He noted that while the goal is to invest \$34 million per year into deferred maintenance over the ten-year period, it may not always be allocated evenly every year. Mr. Long also informed the Committee that while there will never be enough money to completely attend to the backlog of deferred maintenance, the Board has allocated a prudent amount to work against the backlog and address priorities across the campus. Moving forward, the Administration is looking at how it might better anticipate conditions in buildings when addressing deferred maintenance to minimize unanticipated maintenance items and unforeseen conditions, to the extent possible. Dr. Robinson invited Mr. Long to present to the Faculty Senate on the University's deferred maintenance strategy.

Mr. Long noted that the Administration is also working on plans for the Wellness Center at Warner Hall and introduced Dr. Riera to speak to the project in greater detail. Dr. Riera provided the history of the project, dating back to 2016 and the objective to provide student health and wellbeing in a context that will be successful in today's environment. The project is highly driven by location, as Warner Hall is adjacent to Laurel Hall, where the University's student health services are located. This project will bring student physical and mental wellness programming to one location on campus, and a goal of this relocation is to assist in reducing the stigma for students around mental health and wellness as well as support the division's hiring plans for the next several years. The renovation of Warner Hall is also an opportunity for increased operational excellence, as it is a more efficient use of the space in Warner Hall and also opens up spaces across campus that are currently utilized by the division. Dr. Riera noted that the single-sex female housing in Warner Hall has been relocated to Kent Hall for those students interested in single-sex housing.

Dr. Riera provided a high-level overview of how the space in Warner Hall will be utilized for student mental health and wellness services, noting the space will have flexible spaces for group therapy, convening of student groups, and other activities. The building will also be used to facilitate training for peer educators around issues of student health and wellbeing.

President Assanis noted that Warner Hall is a special place, as it was originally a residence hall for the Women's College and was renamed in 1940 to honor Mrs. Emalea Pusey Warner, one of the founders of the Women's College and the University's first female member of the Board of Trustees.

Ms. Hutton noted that there will be some additional updates to Perkins and Laurel Hall as the renovation of Warner Hall takes place, and Warner Hall will also have an elevator installed as part of the renovation.

Ms. Lorusso noted that the students are highly supportive of this plan.

OTHER MATTERS:

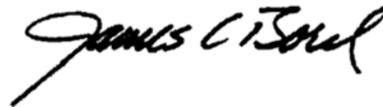
Ms. Sunder noted that in the previous meeting minutes, there was a discussion of the Lewes campus and asked about plans related to managed retreat for sea level rise. Mr. Long provided an overview of the project that was discussed at the September meeting and noted that the Committee challenged the Administration to consider what investments at the Lewes campus might make the best and highest impact based on the campus' mission and facility usage. Mr. Cochran noted that the Committee plans to schedule its Spring meeting at the Lewes campus in order to see the space and think about how to best support the campus.

The Committee also had a discussion with the representatives from the Graduate Student Government and Student Government Association about spaces on campus for student organizations and Ms. Lorusso noted her recent experience touring other campuses to see student union spaces and the ways other institutions leveraged spaces.

ADJOURNMENT:

With no other business, the Committee adjourned at approximately 11:01am for an executive session.

APPROVED:

A handwritten signature in black ink that reads "Jim Borel". The signature is written in a cursive style with a long, sweeping underline.

Jim Borel
Chair



**TRUSTEE COMMITTEE
ON
ACADEMIC AFFAIRS**

NOVEMBER 14, 2019

MINUTES

The Committee on Academic Affairs held a meeting on November 14, 2019, which began at approximately 10:00am in Room 130 of Hulliher Hall.

COMMITTEE MEMBERS PARTICIPATING:

Donna Fontana, Chair; Allison Burriss Castellanos; Joan F. Coker; Claire DeMatteis; Debbie Hess Norris; Sean Wang; John R. Cochran; and President Dennis N. Assanis

MEMBERS EXCUSED:

Claudia Peña Porretti and Whitney Townsend Sweeney

FACULTY REPRESENTATIVES:

Charles Boncelet and Matt Robinson

STUDENT REPRESENTATIVES:

Blake Abraham, Stephanie Boateng, Mia Carbone, and Gunner Taylor

ADMINISTRATORS AND OTHERS PRESENT:

Karen Aniunas, Associate Provost and Chief of Staff; Jennifer Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Jim Dicker, Vice President for Development and Alumni Relations; Doug Doren, Interim Dean, Graduate College; Jeff Garland, Vice President and University Secretary; Matt Kinservik, Vice Provost for Faculty Affairs; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Lynn Okagaki, Deputy Provost for Academic Affairs; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of April 18, 2019.

RESOLUTIONS FOR APPROVAL:

On motions made and seconded, the following resolutions were approved:

1. **WHEREAS**, a spring 2018 external review team evaluating the Department of Music recommended a name change that reflects its size, scope, and wide-ranging artistic and educational activities within the campus, regional, national, and international communities;

WHEREAS, a name change will provide branding consistent with the designation of music units at comparator and AAU institutions;

WHEREAS, a name change will better reflect the rising prominence of the music unit as a premier institution of music learning in the Northeast region, evidenced by the significant increase in undergraduate and graduate student enrollment and achievement over the last decade;

WHEREAS, a name change has been discussed with and is supported by the Offices of President, Provost, and Dean of the College of Arts and Sciences;

WHEREAS, the Faculty Senate and the Faculty Senate Educational Affairs Committee also endorse the name change;

NOW THEREFORE, BE IT RESOLVED, that the Committee on Academic Affairs recommend the Department of Music change its name to the School of Music, effective July 1, 2019.

2. **RESOLVED**, to approve the personnel actions (faculty *emeriti* and promotions and tenure) presented in the November 14, 2019 meeting booklet of the Trustee Committee on Academic Affairs included at the conclusion of these minutes.

CALL TO ORDER:

Ms. Fontana called the meeting to order at approximately 10:00am and welcomed all in attendance.

PRESIDENT'S REMARKS:

President Assanis began with an update on the University's recent recognition for its four-year graduation rate, ranked fourth in the country behind the University of Virginia, University of Michigan and the University of California at Berkley. He also noted the University's recognition for gainful employment or enrollment in graduate school post-graduation.

President Assanis informed the Committee of his recent participation in the Association of Public and Land-Grant University (APLU) conference and noted that despite the public narrative around student debt nationally, it appears the average debt load of graduating undergraduates is beginning to lessen. He noted

the majority of student debt is held by two categories: first, students attending private, for-profit institutions and second, students who pursue professional degrees, such as law school or medical school. The APLU conference also highlighted the topic of enrollment, and approximately half of institutions last year did not make their enrollment goal for their first-year class. Many institutions will be impacted by the ongoing demographic changes, particularly in the northeast region, and one of the strategies employed by the University to be proactive was the decision to have early action for admissions for the next year's class. As of the end of October, the University had received double the number of applications received the year prior. For those applicants who applied by the early action deadline, the University will provide them an admission decision as well as their financial aid package by February.

President Assanis also informed the Committee of the University's recent recognition by the Princeton Review for entrepreneurship programming. The University was ranked thirty-eighth in the country, which is among the top ten percent of programs in the nation.

Another topic featured at the APLU conference was student mental health. Data continue to show that this is an issue that impacts a large portion of college students, and the University is working on plans to remodel Warner Hall as a wellness center to better centralize services and destigmatize mental health and wellness services on campus.

President Assanis concluded his remarks with an update on libraries and their evolving role on institutional campuses. He noted they are moving towards learning commons and places to gather as more resources are available digitally rather than as physical copies. One significant event in the area of digital journals relates to the University of California's decision to end its contract subscription to Elsevier, which will save the University approximately \$11 million dollars but will end access to newly published research through Elsevier's journals. It appears other institutions may follow suit and encourage faculty to publish research open access rather than restricting research behind paywalls for specific journals. President Assanis also noted that several colleagues from the University joined him at the APLU conference not just as attendees but as session presenters.

PROVOST'S REMARKS:

Provost Morgan opened her comments to the Committee with an update on the Graduate College. Since the official formation of the College on July 1, Doug Doren has been serving as Interim Dean. The goal of the College is to raise the profile of graduate education and provide greater support to graduate students. A search for the inaugural Dean of the College is underway, but the College is moving forward at the same time. Provost Morgan also provided an overview of the governance structure of the College. Some initiatives underway relate to the recruiting of new graduate students, utilizing summer research institutes to introduce students to the potential of graduate studies at the University, and

collaborating with the Office of Communications and Marketing to codify marketing materials to present a wholistic picture of graduate programming at the University. The collateral has already been utilized at several professional graduate recruiting events this year. The Administration is also working to improve the experience of graduate students at the University through professional development opportunities, increased community engagement, and providing a place for graduate students to gather on campus.

Provost Morgan next updated the Committee on the Middle States Commission on Higher Education (MSCHE) accreditation review. Dr. Okagaki and Dean Rieger are leading the process and working with faculty, staff, and students across campus. The process is an opportunity for the University to reflect on internal processes and identify areas for improvement.

Dr. Okagaki provided a deeper overview of the accreditation process and noted that one area that MSCHE reviews is the assessment of student learning outcomes by program area. Dr. Okagaki noted that not all programs at the University have the same level of rigor in this area, and it is an area of opportunity for the University. As such, a task force has been developed to design a process for faculty in programs without rigorous learning outcomes may develop learning outcomes as well as a schedule for regularly assessing progress against them.

Provost Morgan also updated the Committee regarding resolutions for approval. She noted the meeting materials include several resolutions regarding name changes for academic program or degrees that have not been brought to the Committee's attention for approval, and those will not be included in future meeting materials. That said, she noted the one resolution for the Committee's consideration is regarding the proposed name change of the Department of Music to the School of Music. This proposed name change has been endorsed at all levels and has no bearing on the administrative structure or budgetary investiture of the unit.

The Committee then had a brief discussion about the timeline for the MSCHE process as well as the structure of the visiting team. President Assanis described the anticipated structure of the team and noted that he is familiar with this process because he has been asked to serve on a visiting team for another institution's accreditation visit. The Committee also discussed its role in the remainder of the process.

FACULTY SENATE PRESIDENT'S REMARKS:

Dr. Robinson updated the Committee on Faculty Senate activity since the last meeting of the Committee, including the recognition of several faculty for excellence awards in teaching, community engagement, and scholarship. He also noted that Stuart Binder-Macleod was recognized with the Alison Faculty Award, which is the highest faculty honor. Dr. Robinson also recognized the work

of the Faculty Senate more broadly, noting the many committees and behind the scenes work required for the body.

Dr. Robinson noted a new policy around grade forgiveness that will allow certain students to retake a course to attempt a better grade. This policy was designed to provide students who are within their first twenty-eight credits an opportunity to have a chance to have another chance at a course where they may have struggled while transitioning into the college environment. Another new policy now includes a documented absence for mental health reasons as an excused absence, the same way an absence for physical health reasons is excused.

Dr. Robinson also informed the Committee that there are ongoing efforts to examine the Winter and Spring academic calendar in order to ensure that Commencement exercises take place on or before the Memorial Day weekend. He noted that having Commencement exercises so late in the calendar has created a conflict for some graduates regarding job or internship opportunities. Provost Morgan also shared that while the current design would have Commencement on the Saturday of Memorial Day weekend, there have also been discussions about shifting the exercises from Friday and Saturday to Thursday and Friday. This decision has not been made and may be considered in the future.

Dr. Robinson updated the Committee regarding academic program reviews, which happen approximately every seven years. Three programs went through the process over the prior Spring and several are undergoing the review during the current semester. The Senate is working on a review of the academic policy review policy and procedure and will be voted on in December, and the Senate is also reviewing a religious holiday policy that is more inclusive. Dr. Robinson offered his thanks to the Provost's office for their partnership in the work of the Faculty Senate.

Ms. Fontana also noted that this year, the Faculty Senate recognized it's 50th anniversary, and she asked for the Committee to vote to recognize the anniversary. On a motion made and seconded, the recognition was approved unanimously.

In closing, Dr. Robinson also recognized Mr. Garland's office for their support getting a resolution from the State legislature recognizing the Faculty Senate's anniversary.

STUDENT GOVERNMENT ASSOCIATION UPDATE:

Ms. Carbone and Ms. Boateng updated the Committee on recent travel to other campuses to visit and learn more about their student unions. It was also noted that the SGA is working with Dean of Students Adam Cantley and the Faculty Senate to encourage including student mental health resources on course syllabi.

The Committee was also updated on the SGA annual student experience and satisfaction survey which will be distributed soon and that the results of the survey will be shared with the Committee at a later meeting.

Ms. Norris asked the SGA representatives about what most excited them about the other student union spaces, and the students noted prominent sustainability efforts, beautiful spaces, and a spirit that engendered pride about the space and the institution.

GRADUATE STUDENT ASSOCIATION UPDATE:

Mr. Abraham and Mr. Taylor informed the Committee of several issues on the agenda of the GSA and noted that some of these issues have been ongoing and expressed thanks to the Committee for their support and efforts to date. First, the GSA has been exploring graduate student housing as it relates to affordability and availability, as there is a dearth of graduate student housing. The GSA is also thinking about the long-term implications of an increased student body on availability and affordability of housing.

Second, the GSG is working on making available peer-to-peer student mental health support programming, which will provide students additional resources within their own departments.

Third, the GSG is exploring opportunities for increased graduate student family support services, such as child care, spousal gym access, and more generally resources to support those graduate students who come to the University with a family.

Lastly, the GSG is exploring ways to increase the voting presence of graduate students on the council for the Graduate College. It was noted that graduate students currently hold seven seats, but only three of those are voting.

UNDERGRADUATE ENROLLMENT:

Mr. Morrison shared enrollment trends with the Committee over the past five years and indicated that trends indicate that the University is still in a position to achieve the goal of one thousand additional undergraduate students by the year 2021 or possibly 2022. Mr. Morrison went on to explore enrollment by race and ethnicity and highlighted that the University is the most racially and ethnically diverse it has ever been. The quality of students as measured by high school grade point average and SAT scores have risen or stayed fairly consistent, respectively.

Mr. Morrison also updated the Committee on the associate in arts (AA) program, noting that the program has grown 17% and as this program grows, we will need to be mindful about campus housing capacity as many of the student who complete the AA program matriculate to main campus to complete their four-year

degree. Ms. Castellanos noted that recent figures shared with the Committee indicated approximately 85% of those who completed the program come to Newark. President Assanis noted that the completion rate for the AA program is nearly three times the national average for those who complete associates degrees, and also indicated there is a gap in the type of student services available to students in the AA program versus those studying on the Newark campus.

Ms. Castellanos asked about how the University considers the term “first-year” for students and whether we might make available services for students who are in their first year on the Newark campus similar to services available for the traditional first-year student as an incoming freshman. Dr. Riera noted that there is a current exploration of housing expansion options ongoing and the Administration is looking at how to best serve the needs of the many students who come to Newark with housing needs.

Mr. Morrison continued with an update on applications for next Fall, and noted that as of November 7, the University had received over 21,000 applications and had extended admissions offers to approximately 1,300 students. Mr. Morrison noted that students may commit to the University at any time following admittance, but recent regulatory changes have made the commitment non-binding and some schools are now looking to compete for students who have already committed to a University. Prior to this regulatory change, that was not a recruiting practice. The Committee also briefly discussed financial aid strategies and ways to engage students who may not even consider the University based on the sticker price of tuition.

Mr. Morrison also provided the Committee an overview of the admissions team and the markets where the team travel to recruit students, both domestically and internationally. Another strategy Mr. Morrison shared with the Committee is partnering with other institutions for recruiting events that are complementary to our efforts. He noted that he has successfully utilized this strategy at other institutions where the combined effort brings out more students to recruiting events without directly competing with one another. Several institutions have expressed interest in working with the University in such a capacity and conversations are ongoing.

Mr. Morrison concluded his remarks with an update on Blue and Gold days, which are all-day open houses to recruit students. This year, three were done, which is the most ever done, and Mr. Morrison expressed his thanks to the many faculty, students, staff, and Trustees that participated in order to make them successful.

GRADUATE COLLEGE UPDATE:

Dr. Doren informed the Committee that he and his team had been developing a tool to look at data from graduate programs to look at enrollment, composition of

the student population, and revenue implications. He noted that this system was a work in progress, but it shows the potential to leverage data in powerful ways.

Dr. Doren shared several data layouts, and discussed the ability to look at revenue, enrollment trends, admissions rates, among other data points both from a high level but also by degree program. He noted the impact of reviewing the trends of international enrollment as well as looking at diversity across colleges and within programs.

Provost Morgan noted that the goal of this presentation was to inform the Committee of the ways the Administration is looking to leverage big data sets in new ways, and she mentioned there may be an ability to look at undergraduate student data in a similar way. The Committee had a brief discussion of the power of this type of tool and Mr. Wang noted that it appeared to have great potential for analyzing programs.

FACULTY HIRING PLAN:

Provost Morgan opened her presentation with an overview of faculty hiring and what is planned for the next ten years. She reviewed recent growth in tenure track and continuing track faculty, as well as an analysis of the faculty by rank, and the faculty representation of women and persons of color by rank. Provost Morgan noted there was still work to be done to increase representation of women and persons of color but progress has been made to date.

Provost Morgan then overviewed the historic faculty hiring strategy of approximately sixty new faculty a year, maintaining a faculty of roughly 1,200 each year. Starting in FY2021-2022, it is anticipated there will be a large number of faculty retirements, as an incentive package was made available to faculty through the current AAUP contract. Faculty must indicate their intention to utilize this incentive by June 30, 2020, so until that time, the Administration will not know for sure the nature of faculty retirements over that period of time. In anticipation of the expected growth in faculty retirements, Provost Morgan outlined the recent strategy to hire additional faculty in order to prevent a large drop in faculty which would damage the University's ability to deliver a high-quality education to students. She outlined several potential strategies as well as contingencies the University could employ to modify those strategies based on new conditions that might impact the University's financial position.

Provost Morgan described this opportunity as a time of great uncertainty but also great excitement, as the faculty hired over this next period of time will shape the future of the University faculty for the next decade or more. Provost Morgan further shared how different departments have reviewed their current makeup and desired outcomes for the future and used that information to think about the types of faculty hires that would be the most impactful for their departments.

Provost Morgan also provided a brief update on cluster hiring and noted that while these efforts are relatively new, they have shown signs of being very successful. She also spoke to the University's efforts to retain faculty. While the University has had great success in hiring to diversify the faculty, one of the consequences is that other institutions have sought to hire those faculty away from the University. While some offers have been difficult to counter, the University is working on creating an environment where all faculty will want to stay and be less likely to consider offers from other institutions. One such tool is to strengthen mentoring efforts for faculty, and Provost Morgan introduced Dr. Kinservik to speak more to faculty mentoring.

Dr. Kinservik provided a brief preview of data on faculty retention and noted that underrepresented faculty often leave universities for reasons related to campus climate and a sense of belonging rather than for reasons of salary or start-up funds. As for mentoring support on campus, Dr. Kinservik has worked with the Faculty Senate and others on campus to develop a statement on mentoring that now is included in the faculty handbook and encourages departments to have strategies to support both early and mid-career faculty through established mentoring protocols.

Dr. Kinservik also noted two leadership development programs being developed on campus, one focusing on an internal pipeline of leadership development and another for individuals currently in management roles to provide them with more tools to be effective leaders in their current positions. President Assanis noted that he participated in a similar style leadership development program earlier in his career and that that program allowed him and many of his colleagues to move on to be successful in leadership positions elsewhere.

ADJOURNMENT:

With no other business, the Committee adjourned its meeting at approximately 12:05pm for an executive session.

APPROVED:



Donna Fontana
Chair

FACULTY PERSONNEL ACTIONS

RESOLVED, to recognize the personnel actions (new continuing track appointments, tenurable appointments, emeritus appointments, and appointments to named professorships) presented in the November 14, 2019, meeting booklet of the Trustee Committee on Academic Affairs.

New Faculty Appointments

Instructor – Continuing Track:

| Name | Academic Unit |
|------------------|---------------------------------|
| Vincent DiFelice | Business Administration |
| Donna Giordano | Behavioral Health and Nutrition |
| Tara Smith | Communication |
| Paula Melancon | Medical and Molecular Sciences |
| April Prior | School of Nursing |

ASSISTANT PROFESSORS – CONTINUING TRACK:

| Name | Academic Unit |
|------------------|---|
| Elias Kourpas | Accounting and Management Information Systems |
| Ali Tosyali | Accounting and Management Information Systems |
| Robin Kucharczyk | Associate in Arts Program |
| Brad Thompson | Associate in Arts Program |
| Sarah Vigliotta | Associate in Arts Program |
| David Raden | Biological Sciences |
| Ashutosh Khandha | Biomedical Engineering |
| Julie Kohn | Biomedical Engineering |
| Eva Alfoldi | Business Administration |

| | |
|-----------------|------------------------------------|
| Pohlig, Ryan | Epidemiology Program |
| Michael Gelman | Finance |
| Sarah Williams | Hospitality Business Management |
| Saskia Richter | Kinesiology and Applied Physiology |
| Sarah Mallory | School of Education |
| Kristina Najera | School of Education |
| Shawna Vican | Sociology and Criminal Justice |

Associate Professors – Continuing Track:

| Name | Academic Unit |
|----------------|--------------------------------|
| Monica Sanders | Sociology and Criminal Justice |

Professor – Continuing Track:

| Name | Academic Unit |
|--------------|----------------------|
| David Ebaugh | Physical Therapy |

Associate Professor – Tenured:

| Name | Academic Unit |
|-----------------------|--|
| Sarah Bruch | Biden School of Public Policy and Administration |
| Vishal Saxena | Electrical and Computer Engineering |
| Panagiotis Artemiadis | Mechanical Engineering |
| Elias Goldstein | Music |

| | |
|------------------|-------------------------|
| Eric Bardenhagen | Plant and Soil Sciences |
|------------------|-------------------------|

Professor – Tenured:

| Name | Academic Unit |
|------------------------|--|
| Erin Connor | Animal and Food Sciences |
| Kimberley Isett | Biden School of Public Policy and Administration |
| Velia Fowler | Biological Sciences |
| Gary Henry | School of Education |
| Marianthi Ierapetritou | Chemical and Biomolecular Engineering |
| Amy Bleakley | Communication |
| Alison Parker | History |
| Mark Clodfelter | Music |

Assistant Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Jing He | Accounting and Management Information Systems |
| Jennifer Trivedi | Anthropology |
| Maik Kecinski | Applied Economics and Statistics |
| Nina Owczarek | Art Conservation |

| | |
|-----------------------|--|
| Joelle Wickens | Art Conservation |
| Jae Kyeom Kim | Behavioral Health and Nutrition |
| A.R. Siders | Biden School of Public Policy and Administration |
| Sal Mistry | Business Administration |
| Jackie Silverman | Business Administration |
| Jodi Hadden | Chemistry and Biochemistry |
| Jeffrey Mugridge | Chemistry and Biochemistry |
| John Crowley | Communication |
| Ho Ming Chow | Communication Sciences and Disorders |
| Evan Uslar | Communication Sciences and Disorders |
| Xi Peng | Computer and Information Sciences |
| Thomas Eisenberg | Economics |
| Mary Bowden | English |
| Brooke Stanley | English |
| Vincenzo Ellis | Entomology and Wildlife Ecology |
| Medina Jackson-Browne | Epidemiology Program |
| Saira Khan | Epidemiology Program |
| Adriana Gorea | Fashion and Apparel Studies |

| | |
|--------------------|---|
| Kyle Davis | Geography |
| Colton Lynner | Geological Sciences |
| Jocelyn Hafer | Kinesiology and Applied Physiology |
| Marcaline Boyd | Languages, Literatures and Cultures |
| Charles Dhong | Materials Science and Engineering |
| Laure Kayser | Materials Science and Engineering |
| Sambeeta Das | Mechanical Engineering |
| Tyler Van Buren | Mechanical Engineering |
| Elicia Silverstein | Music |
| Vladimir Medenica | Political Science and International Relations |
| Sarah Curtiss | School of Education |
| Stephanie Del Tufo | School of Education |
| Teomara Rutherford | School of Education |
| Bryan VanGronigen | School of Education |
| Yun Li | School of Marine Science and Policy |
| Xinfeng Liang | School of Marine Science and Policy |
| Sarah DeYoung | Sociology and Criminal Justice |

Associate Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Michael Jung | Accounting and Management Information Systems |
| Nir Yehuda | Accounting and Management Information Systems |
| Guillaume Combet | Music |

2. NAMED PROFESSORS:

| Name | Title and Academic Unit |
|------------------------|---|
| Jinfa Cai | Kathleen and David Hollowell Professor Mathematics Sciences |
| Tanisha Ford | Cochran Scholar Africana Studies and History |
| Aquiles Iglesias | Unidel Katherine Esterly Chair of Health Sciences |
| Marianthi Ierapetritou | Gore Centennial Professor Chemical and Biomolecular Engineering |
| Feng Jiao | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| April M. Kloxin | Centennial Development Professor of Chemical and Biomolecular Engineering |
| Salil Lachke | Alumni Distinguished Early Career Professor of Biology |
| Jennifer McConnell | Bentley Systems Early Career Professor Civil and Environmental Engineering |
| Bingjun Xu | Centennial Development Professor of Chemical and Biomolecular Engineering |

3. FACULTY EMERITI:

| Name | Title | Academic Unit |
|-----------------|---|----------------------------|
| Heyward Brock | Professor Emeritus | English |
| John Burmeister | Alumni Distinguished Professor Emeritus | Chemistry and Biochemistry |

| | | |
|-----------------|---|-----------------------------------|
| Thomas Gaisser | Martin A. Pomerantz Chair Emeritus | Physics and Astronomy |
| James Hawk | Professor Emeritus | Plant and Soil Sciences |
| Mary Ann McLane | Professor Emerita | Medical and Molecular Sciences |
| Raelene Master | Professor Emerita | Medical and Molecular Sciences |
| Janice Selekmán | Professor Emerita | School of Nursing |
| Henry Shipman | Annie Jump Cannon Professor Emeritus | Physics and Astronomy |
| Gail Wade | Professor Emerita | School of Nursing |



**TRUSTEE COMMITTEE
ON
FINANCE**

NOVEMBER 14, 2019

MINUTES

The Committee on Academic Affairs held a meeting on November 14, 2019, which began at approximately 1:30pm in Room 130 of Hullahen Hall.

COMMITTEE MEMBERS PARTICIPATING:

Donald J. Puglisi, Chair; Jim Borel; Michael Geltzeiler; Bill Lafferty; Terry Murphy; Ed Sannini; David W. Spartin (phone); John R. Cochran

MEMBERS EXCUSED:

Carol Ammon

FACULTY REPRESENTATIVES:

James Butkiewicz and Chris Williams

STUDENT REPRESENTATIVES:

Erin Hein, Gianna Lorusso, Luis Garcia Osorio, Charles Scarborough

GUEST OF THE COMMITTEE:

Donna Fontana

ADMINISTRATORS AND OTHERS PRESENT:

Jen Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Glenn Carter, Vice President for Communications and Marketing; Amy Connell, Controller; Brian Dembeck, Director, Property Management, 1743 Holdings, LLC; Jim Dicker, Vice President for Development and Alumni Relations; Marci Hutton, Director of Planning and Project Management, FREAS; Jeff Garland, Vice President and University Secretary; Ike Jenkins, Director, Risk Management; Lisa Marra Kelly, Assistant Controller; Peter Krawchuk, Vice President, FREAS, and University Architect; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Greg Oler, Vice President for Finance; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation Services; Kimberly Reinagel-Nietubicz, Strategic Policy Analyst; Mary Remmler, Vice President and Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary; Keith Walter, Chief Investment Officer

APPROVED ON A MOTION MADE AND SECONDED:
Minutes of the Committee's meeting of September 5, 2019.

RESOLUTIONS:

On motions made and seconded, the following resolutions were approved:

1. **WHEREAS**, Wells Fargo is the Trustee under the will of Edward C. Davis, and

WHEREAS, the will provides that Trust income shall be paid to the University of Delaware "for scholarships for students in the School of Civil Engineering at the University of Delaware, or for such other purposes as the University shall, in writing, represent to the Trustee at the time of any such payment or payments that it needs for some specific purpose in advancing the efficiency of the School of Civil Engineering are greater than its needs for scholarships in that school."

NOW, THEREFORE, BE IT RESOLVED, that the President of the University be, and hereby is, directed to certify in writing to Wells Fargo that the University needs an estimated amount of \$180,000 for undergraduate scholarships during FY 2020, and that the University's need for the balance of the Trust income for FY 2020 for fellowships for graduate students, for facilities renewal, and for faculty support of named professorships in the Department of Civil Engineering is greater than the University's need for additional undergraduate scholarships in that Department, and further,

BE IT RESOLVED, to request the Trustee to pay the income from the Trust to the University for such support.

2. **WHEREAS**, the Committee on Finance has reviewed the following project summaries and costs for completion, as provided by the Administration:

| | |
|------------------------------|---------------|
| Christiana Towers Demolition | \$ 3,000,000 |
| Library Annex – Addition | \$ 4,000,000; |

NOW, THEREFORE, BE IT RESOLVED, the Committee on Finance recommends for approval Christiana Towers Demolition and Library Annex – Addition and the authorizing of the Administration to take any further action deemed necessary to complete these projects.

3. **RESOLVED**, by the Finance Committee of the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer are authorized on behalf of the University of Delaware to open and close bank, brokerage, custody, trust, safekeeping, or other accounts on behalf of the University of Delaware, subject to the bylaws of the University of Delaware and resolutions of the Board of Trustees, and to enter into agreements governing the administration of such accounts upon such terms and conditions

as such officers shall deem to be requisite and proper, said agreement to provide, among other things, the manner in which such securities and/or property so deposited and the income there from may be held, withdrawn and/or disposed of, and shall designate the employees of the University who shall give directions with respect to such securities, property and/or income and any other matters or things reasonably pertinent to the deposit of such securities and/or property.

Any two of the above named officers of the University, subject to the bylaws of the University of Delaware, the resolutions of the Board of Trustees and the laws of the State of Delaware, hereby are authorized on behalf of the University to do the following:

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.
2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.
3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.
4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means, including, but not limited to, wire transfers, EFT, and lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.
5. To open accounts in any publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts.
6. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to register said property in the name of such bank or firm's nominee.
7. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to deposit or arrange for the deposit of such property at Depository Trust Company or any other securities depository or clearing corporation, and to hold such property on behalf of the University of Delaware at any correspondent branch of said bank or firm. Such property may be registered in the depository, bank or firm's nominee name.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

4. RESOLVED, by the Executive Committee of the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer (subject to the bylaws of the University, the resolutions of the Board of Trustees and the laws of the State of Delaware, and the investment decisions of the Investment Visiting Committee of the Board of Trustees), hereby are authorized on behalf of the University of Delaware to:

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.

2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.

3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:

a. By investing the University's monies, including the endowment, in hedge funds,

b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and

c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.

d. Such officers may delegate to other officers and employees the power to take the foregoing actions whenever appropriate.

4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.

5. Effective Date. This resolution shall be effective upon its adoption.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

CALL TO ORDER:

Dr. Puglisi convened the meeting at approximately 1:30pm and welcomed all in attendance.

DEBT UPDATE:

Mr. Oler updated the Committee on the transaction details of the Series 2019A General Obligation, Tax-Exempt Debt which was issued on September 17, 2019. The Series 2019A comprised of make whole structure with all in Total Interest Cost (TIC) of 2.47%, and on October 3, 2019, the University legally defeased the outstanding Series 2015 Pledged Revenue Debt. The effective refinancing yielded 13.6% savings, a \$6.7 million favorable impact to the FY2020 financial plan. Dr. Puglisi also noted recent meetings held in New York City with Moody's and Standard and Poor's, where the Administration presented updates on the University's plans and progress toward meeting goals, which were characterized as productive.

BANKING RESOLUTIONS:

Dr. Puglisi noted that the meeting materials contained a series of banking resolutions, which need to be completed periodically to name individuals authorized for certain banking transactions. These resolutions add Amy Connel as an authorized signer as Augie Maurelli is no longer with the University.

BUDGET MODEL UPDATE:

President Assanis opened the presentation with an overview of the challenges associated with the responsibility-based budgeting (RBB) model that was in effect when he arrived at the University. He noted that in some instances, institutional priorities were not necessarily incentivized or supported. The model that has been developed aims to help grow and invest, anticipating faculty turnover in the next several years, as well as growing net new faculty. President Assanis noted that the University is about half-way to its goal of adding an additional 250 net new faculty.

President Assanis spoke to the fact that under the RBB model, approximately \$100 million dollars was reserved at different levels of the University as contingency funds. The new model will have one centralized fund in order to support the needs of the University.

President Assanis then spoke to the participative process that has taken place to develop the new budget model. The recommendations from the process were presented to the faculty in May 2019, and the model was adjusted based on feedback received from faculty. President Assanis also recognized the leadership of Mandy Minner and Mary Remmler in spearheading this process, and invited Ms. Minner to say more about the new budget model.

Ms. Minner noted that discussions began with a steering committee back in December 2017 that was charged to incentivize activities throughout the University that generate revenue through the department and investigator level where there is available research funding. She noted the process yielded recommendations that were brought to the budget office, Provost's office, and

others on campus and the accepted model went into effect on July 1 of the current year.

Ms. Minner spoke to the significant investments made in support of the Strategic Plan, including faculty hires, a doubling in the investment of deferred maintenance beginning in FY2018, and increased investments in financial aid. She went on to describe the way in which the new University budget model will allocate funds, based on a predictable base and other incremental revenues that could be developed beyond that base, including undergrad, graduate, and F&A incremental revenue, other academic total revenue and strategic pool allocation. Ms. Minner also shared the budget model framework and how incremental revenues will be allocated between the college and the strategic pool. The strategic pool revenues will also help offset costs associated with advising and mental health services.

The Committee discussed the mechanisms for which Colleges might request funds from the strategic pool allocation as well as how funds advanced to Colleges would be repaid. Provost Morgan noted that every program of value may not be revenue generating, and this model looks for opportunities for incremental revenue for those with the potential to realize revenue generation.

Mr. Cochran asked about the reception of the new model from the faculty and community, and Dr. Williams and Dr. Butkiewicz noted that there has been an ongoing process of communication and faculty are still learning about the model.

Ms. Minner spoke to the timeline and next steps for communicating the new budget model, with a meeting with the Chairs Caucus on November 20, 2019 and a town hall to be scheduled in December 2019.

President Assanis noted that this new model will also afford an opportunity to better understand productivity at different levels of the institution, and there will need to be improvements in infrastructure to utilize the data. Ms. Remmler agreed that infrastructure improvements are needed to ensure consistent data from colleges, departments, and units.

Dr. Williams asked if the predictable base is a moving window or how the base is formulated, and Ms. Minner noted that the current recommendation is for a static base and in the future alternatives may be considered.

INVESTMENT VISITING COMMITTEE REPORT:

Mr. Walter presented to the Committee the performance of the Pooled Investment Portfolio (PIP), noting that the PIP ended FY2019 with a record market value of \$1.64 billion. This includes \$1.4 billion in permanent endowment funds and \$241 million in operating funds. He noted the gradual decline in the operating funds balance as the University has taken approximately \$20 million per year to fund strategic initiatives. Gifts to the endowment have been rising and the payout set a new record amount in FY2019.

Mr. Walter informed the Committee that long-term performance of the endowment has achieved better returns while taking less risk than other

endowments, and the annualized performance results have exceeded the benchmark by 81 basis points annually. The endowment also has better risk-adjusted returns than both the benchmark and peers.

Mr. Walter noted FY2019 performance of +7.0% was in the top 19th percentile among endowments and foundations peers with assets over \$1 billion and marks the best performance ranking among our large endowment peers since 2003. FY2019 performance also outperformed six of the eight Ivy League institution endowments. He also mentioned that capital market expectations continue to forecast annual returns on the endowment in the mid-single digits over the next decade, on average.

Mr. Walter presented the Committee with endowment asset allocation versus peers with assets over \$1 billion. Relative to large peers, the endowment is overweight to public equity and underweight to alternatives. The hedge fund allocation has been declining and is now in the lowest quartile among peers. Relative to targets, the allocation is underweight to US bonds in favor of cash investments.

Mr. Walter updated the Committee on efforts to maintain the real value of the endowment. The University has done a good job and over the past 20 years, the University effectively has been balanced for today's needs and future needs. Dr. Puglisi noted that the Investment Visiting Committee was supportive of the current strategy at its last meeting and the payout is prudent.

REPORT ON INSURANCE COVERAGE:

Mr. Jenkins gave a brief update on the current insurance portfolio, highlighting significant changes from the prior year.

An update on the market was provided with remains favorable to the University from a Property and Casualty perspective, with the exception of commercial property which increased 48% year over year, despite signs of the market hardening early in the 2019 calendar year.

Cyber Liability limits were increased from \$10 million to \$15 million, resulting in a 73% increase in renewal premiums.

Fine Arts limits were increased from \$50 to \$100 million, resulting in a 85% increase in renewal premiums.

Star Campus Environmental Pollution Legal Liability renewal quotes enhanced remediation with an anticipated 29% reduction of premium.

FINANCIAL UPDATE:

Mr. Oler presented the FY2019 finances, beginning with a summary of the balance sheet: Cash and cash equivalents increased \$26 million (30.6%) from 2018. In addition, Investments increased 3% (\$48 million). The liability side of the balance sheet saw long-term debt decrease 1.9% due to long-term debt being in an amortizing mode. Post-employment benefit obligations remained relatively flat with a change of 1.6%.

From an operating perspective, net Tuition and fees increased 2.2% (\$10 million) due primarily to increases in both in-state and out-of-state tuition rates. Mr. Oler noted that Contributions as presented in the materials shows a large decrease due to a misclassification and Contributions were relatively flat year over year. He further noted the 11% increase in grants, contracts and other exchange transactions was driven largely by activity at NIIMBL.

There was an update that no gifts with undue financial obligations were processed from July 1, 2018 through June 30, 2019.

DAVIS TRUST:

The Edward C. Davis Trust requires an annual resolution to appropriate funds for scholarships and other expenditures in Civil Engineering. On a motion made and seconded, the accompanying resolution providing \$180,000 in scholarships and remaining distributions to be used at the department's discretion was approved as presented.

GROUNDS AND BUILDINGS:

Mr. Krawchuk gave a brief update to the Committee on two projects, which had previously been reviewed and approved by the Committee on Grounds and Buildings. Following review, on a motion made and seconded, the Christiana Tower Demolition and Library Annex – Addition projects were approved as presented.

President Assanis provided an introduction to the financial services technology education building on STAR Campus, FinTech, included in the meeting materials for information. This project has been in discussion for approximately eighteen months after Delaware Technology Park approached the University looking for expansion space for start-up companies as well as classroom space for micro credentials and training. He noted the University identified an opportunity to embed University programming from the Colleges of Engineering and Business in the space. He noted this facility would provide space for new faculty.

Mr. Long continued the presentation on FinTech, providing an overview of the proposed footprint of the building and the current plan to have the University lease approximately 50,000 square feet of the building. He also noted that Discover Bank is a partner in this development alongside the University and Delaware Technology Park. Mr. Long stated that the current name being utilized, FinTech, is not the official name of the building and identified the building as a possible opportunity for a philanthropic naming. Negotiations on this project are still underway and Mr. Long expressed his hope that an announcement around a final deal might be possible in the next few weeks.

Mr. Long next presented to the Committee a proposal for a renovation of the Roundhouse as a space for graduate students to congregate and have a space of their own. A group has investigated options around campus and worked closely with the Graduate Student Government to identify this space. The Administration is currently working with Aramark as a partner for this project, and while no plans are ready for approval at this time, the Administration wanted to

alert the Committee that it has plans to create a space for graduate students and hopes to come to the Committee with a plan for approval at the next meeting.

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 2:47pm for an executive session.

APPROVED:

A handwritten signature in black ink, appearing to read "Puglisi", written in a cursive style.

Donald J. Puglisi
Chair



**TRUSTEE COMMITTEE
ON
HONORARY DEGREES AND AWARDS**

NOVEMBER 15, 2019

MINUTES

The Committee on Academic Affairs held a meeting on November 15, 2019, which began at approximately 10:00am in Room 105 of Hulliher Hall.

COMMITTEE MEMBERS PARTICIPATING:

Debbie Hess Norris, Chair; Michael Geltzeiler (phone); Terri Kelly; Matthew Kinservik; Breck Robinson; Sean Wang; John R. Cochran; and President Dennis N. Assanis

MEMBERS EXCUSED:

Regina Sims Wright

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Senior Associate Vice President for Development; Jim Dicker, Vice President for Development and Alumni Relations; Jeff Garland, Vice President and University Secretary; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of April 16, 2019.

CALL TO ORDER:

Ms. Norris called the meeting to order at approximately 10:00am and welcomed all in attendance. Ms. Norris welcomed Dr. Breck Robinson as a new member of the Committee and also noted Dr. Sims as a new member of the Committee.

DEVELOPMENT OF THE HONORARY DEGREE CLASS OF 2020:

The Committee discussed several individuals as possible members of the Honorary Degree Class of 2020, including suggestions for potential Commencement speakers. Individuals were identified through word of mouth, as well as through a new online form that sought recommendations from the University community.

MEDAL OF DISTINCTION:

The Committee discussed several potential candidates for the Medal of Distinction, as well as strategies to present the honor both through events on campus, but also through events in the greater community or internationally.

ADJOURNMENT:

With no other matters, the Committee concluded its meeting at approximately 11:40am.

APPROVED:

A handwritten signature in black ink that reads "Debra Hess Norris". The signature is written in a cursive style with a large initial 'D' and a flourish at the end.

Debra Hess Norris
Chair



Report of the Nominating Committee

Fall 2019

1. Recommended for Re-Election to a six-year term:

Kenneth C. Whitney



**BOARD OF TRUSTEES
EXECUTIVE COMMITTEE**

NOVEMBER 21, 2019

MINUTES

The Committee on Academic Affairs held a meeting on November 21, 2019, which began at approximately 11:00am in Room 130 of Hulliher Hall.

COMMITTEE MEMBERS PARTICIPATING:

John R. Cochran, Chair; James C. Borel (phone); Donna Fontana; Terri Kelly; Bill Lafferty; Terry Murphy; Don Puglisi; David Spartin (phone); and President Dennis N. Assanis

MEMBERS EXCUSED:

None

FACULTY REPRESENTATIVES:

Lynnette Overbee and Matt Robinson

STUDENT REPRESENTATIVES:

Gianna Lorusso, Julia Rowland, Sindhuja Sunder, and Gunner Taylor

ADMINISTRATORS AND OTHERS PRESENT:

Brian Dembeck, Director, Property Management, 1743 Holdings, LLC; Glenn Carter, Vice President for Communications and Marketing; Jim Dicker, Vice President for Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Jeff Garland, Vice President and University Secretary; Wayne Guthrie, Vice President for Human Resources; Peter Krawchyk, Vice President, FREAS, and University Architect; Mandy Minner, Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Greg Oler, Vice President for Finance; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation Services; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary; Jordan Skolnick, Deputy Athletic Director

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of September 6, 2019.

RESOLUTIONS FOR APPROVAL:

The following resolutions were approved on motions made and seconded:

1. **WHEREAS**, the following donors have generously given to the University of Delaware; and

*(details as contained in the listing provided in the Fall 2019 PA&A Committee meeting booklet and detailed in **Appendix A** included in these materials)*

NOW, THEREFORE BE IT RESOLVED, that the Executive Committee hereby expresses its sincere gratitude for the generosity of these donors.

2. **RESOLVED**, by the Executive Committee of the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer are authorized on behalf of the University of Delaware to open and close bank, brokerage, custody, trust, safekeeping, or other accounts on behalf of the University of Delaware, subject to the bylaws of the University of Delaware and resolutions of the Board of Trustees, and to enter into agreements governing the administration of such accounts upon such terms and conditions as such officers shall deem to be requisite and proper, said agreement to provide, among other things, the manner in which such securities and/or property so deposited and the income there from may be held, withdrawn and/or disposed of, and shall designate the employees of the University who shall give directions with respect to such securities, property and/or income and any other matters or things reasonably pertinent to the deposit of such securities and/or property.

Any two of the above named officers of the University, subject to the bylaws of the University of Delaware, the resolutions of the Board of Trustees and the laws of the State of Delaware, hereby are authorized on behalf of the University to do the following:

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.
2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.
3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.

4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means, including, but not limited to, wire transfers, EFT, and lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.
5. To open accounts in any publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts.
6. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to register said property in the name of such bank or firm's nominee.
7. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to deposit or arrange for the deposit of such property at Depository Trust Company or any other securities depository or clearing corporation, and to hold such property on behalf of the University of Delaware at any correspondent branch of said bank or firm. Such property may be registered in the depository, bank or firm's nominee name.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

3. RESOLVED, by the Executive Committee of the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer (subject to the bylaws of the University, the resolutions of the Board of Trustees and the laws of the State of Delaware, and the investment decisions of the Investment Visiting Committee of the Board of Trustees), hereby are authorized on behalf of the University of Delaware to:

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.
2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.
3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:
 - a. By investing the University's monies, including the endowment, in hedge funds,

- b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and
- c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.
- d. Such officers may delegate to other officers and employees the power to take the foregoing actions whenever appropriate.

4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.

5. Effective Date. This resolution shall be effective upon its adoption.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

4. **WHEREAS**, the Committee on Grounds and Buildings and the Committee on Finance have reviewed and approved the following project summaries along with the costs for design and construction, as provided by the Administration:

| | |
|------------------------------|---------------|
| Christiana Towers Demolition | \$ 3,000,000 |
| Library Annex – Addition | \$ 4,000,000; |

NOW, THEREFORE, BE IT RESOLVED, the Executive Committee approves the Christiana Towers Demolition and Library Annex – Addition projects, and approves the Administration to take any further action deemed necessary to complete these projects.

5. **WHEREAS**, a spring 2018 external review team evaluating the Department of Music recommended a name change that reflects its size, scope, and wide-ranging artistic and educational activities within the campus, regional, national, and international communities;

WHEREAS, a name change will provide branding consistent with the designation of music units at comparator and AAU institutions;

WHEREAS, a name change will better reflect the rising prominence of the music unit as a premier institution of music learning in the Northeast region, evidenced by the significant increase in undergraduate and graduate student enrollment and achievement over the last decade;

WHEREAS, a name change has been discussed with and is supported by the Offices of President, Provost, and Dean of the College of Arts and Sciences;

WHEREAS, the Faculty Senate and the Faculty Senate Educational Affairs Committee also endorse the name change;

NOW THEREFORE, BE IT RESOLVED, that the Committee on Academic Affairs recommend the Department of Music change its name to the School of Music, effective July 1, 2019.

6. **RESOLVED**, to recognize the personnel actions (new continuing track appointments, tenurable appointments, emeritus appointments, and appointments to named professorships) presented in the November 14, 2019 meeting booklet of the Trustee Committee on Academic Affairs. (**Appendix B**).
7. **WHEREAS**, Wells Fargo is the Trustee under the will of Edward C. Davis, and

WHEREAS, the will provides that Trust income shall be paid to the University of Delaware "for scholarships for students in the School of Civil Engineering at the University of Delaware, or for such other purposes as the University shall, in writing, represent to the Trustee at the time of any such payment or payments that it needs for some specific purpose in advancing the efficiency of the School of Civil Engineering are greater than its needs for scholarships in that school."

NOW, THEREFORE, BE IT RESOLVED, that the President of the University be, and hereby is, directed to certify in writing to Wells Fargo that the University needs an estimated amount of \$180,000 for undergraduate scholarships during FY 2020, and that the University's need for the balance of the Trust income for FY 2020 for fellowships for graduate students, for facilities renewal, and for faculty support of named professorships in the Department of Civil Engineering is greater than the University's need for additional undergraduate scholarships in that Department, and further,

BE IT RESOLVED, to request the Trustee to pay the income from the Trust to the University for such support.

PRESIDENT'S REMARKS:

President Assanis opened his remarks with his optimism for the University and noted the University's recent recognition for its four-year graduation rate. He spoke to investments on the green, building expansion, and progress at STAR Campus. He noted that it is anticipated that 1 million square feet of building space will be open on STAR Campus by the end of the year. Dr. Assanis specifically noted progress completing work at the Ammon Pinizzotto Biopharmaceutical Innovation Center and progress at the Whitney Athletic Center.

President Assanis updated the Committee on the capital campaign, noting that currently \$742 million has been raised, and recognized the work of Jim Dicker and his team for their success.

President Assanis provided an update on applications for next year's class and shared the increase in received applications to date year over year, in part driven by the University's decision to establish an early action application deadline.

President Assanis informed the Committee on progress related to the University's strategic plan, campus master plan, and the new budget model. He further updated the Committee on the University's reaccreditation process and the timeline for the process through Spring of 2021.

President Assanis presented on ongoing discussions with the Office of Management and Budget in Dover looking for support for the Delaware Promise Program, recognition of the higher education price index as a benchmark rather than the consumer price index, alongside other requests.

President Assanis was asked by Mr. Cochran to speak on Chinese influence at American universities, and he provided an overview of his recent security briefing in Washington, D.C., and the complexities of the issue. One area that has changed in recent years is the reception of Confucius Institutions on campuses across the country, and many have closed. The University has had a Confucius Institute on campus beginning in 2010 and decided not to pursue an extension of the Institute this year. Another aspect of this issue has to do with philanthropy from Chinese corporations, and the University continues to monitor such gifts, and has returned gifts that did not align with the University's goals.

President Assanis also spoke to the importance of monitoring conflicts of interest, and work with Dr. Robinson and the Faculty Senate to improve oversight of conflicts that may have implications for intellectual property.

President Assanis concluded his remarks with an update on student mental health, noting that the renovation of Warner Hall to create a wellbeing center will help address student needs. That said, he reiterated that community support and involvement is important so all segments of the student community receive the support they need to be healthy and successful.

FACULTY SENATE PRESIDENT'S REMARKS:

Dr. Robinson provided an update on several items on the Faculty Senate's agenda, beginning with the exploration of adjusting the Winter and Spring academic calendars moving forward to ensure Commencement ceremonies are either on or before the Memorial Day Weekend. He noted that some students have faced hardships where the timing of Commencement ceremonies has impacted availability to begin internships or other opportunities.

Dr. Robinson also updated the Committee on the celebration of the 50th anniversary of the Faculty Senate at the University. Other recognitions include

faculty excellence awards and the awarding of the Alison Faculty Award to Dr. Stuart Binder-Macleod.

Dr. Robinson also noted recent passages of two policy updates. First relates to a grade forgiveness policy for students to retake a course within their first 28 credits with no punishment to the student's grade point average. This policy was designed based off a review of similar policies at peer institutions and provides support for students who may have had difficulty transitioning to the college experience. Second relates to student mental health. The Faculty Senate approved an update to its policy on excused student absences that includes documented mental health absences.

Mr. Murphy asked about the impact of grade forgiveness policies on retention of students, and Dr. Robinson noted that this is something the University may monitor moving forward to measure impact of the new policy.

President Assanis expressed his support of the work of the Faculty Senate and the engagement with the Senate, and Dr. Robinson noted the effective communication between the Senate and the Provost's office.

GRADUATE STUDENT GOVERNMENT UPDATE:

Ms. Sunder opened her comments noting the structure of the Graduate Student Government (GSG), and that the GSG is currently working on increasing engagement, raising awareness, and strengthening the GSG's work with the University administration. The GSG is looking to increase dialog with the Administration, and Ms. Sunder noted that GSG involvement at Board Committee meetings is appreciated. She further noted representation on senior-level administrator search committees is appreciated.

Ms. Sunder identified several areas of focus for the GSG, including increased graduate student family support through items such as spousal gym access. Ms. Rawak noted that spousal gym access should be announced in the coming months. Ms. Sunder further noted family support services such as childcare support for graduate students and increasing mental health services. She also spoke to the issue of housing availability for graduate students and families both on and off campus.

UNDERGRADUATE STUDENT GOVERNMENT UPDATE:

Ms. Lorusso presented to the Committee on the findings of a student center study and noted the current discontent with current student center facilities. She spoke to the desire to have a student center that includes multicultural activities, rather than a separate multicultural center.

Ms. Lorusso spoke to the master planning study initiated with the Administration, and the results of an online survey of students, which received over 2,800 responses, as well as tours of student centers and student unions at fourteen other institutions. Pictures and feedback from the visits to other institutions were shared with the student body. She noted that many peers felt a dynamic student

union might have been a differentiating factor when making their decision of where to attend. She also mentioned anecdotal feedback from students regarding willingness to support the funding of a new student union.

Mr. Cochran thanked Ms. Lorusso for the presentation and noted the Committee is cognizant of this issue and appreciate the work of the students to bring this to the Committee's attention. President Assanis also noted that he looked forward to meeting with the Senate on December 4 to connect on this and other issues.

REPORTS AND RECOMMENDATIONS OF THE STANDING COMMITTEES:

Mr. Cochran asked that each Committee Chair present a brief report to the Executive Committee.

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Ms. Kelly reported on the Committee's meeting of November 4, 2019.

Highlights included:

- High levels of activity and outreach with local and federal government relations, including a high level of turnover at the local level;
- Efforts to continue telling the story of good work at the University and its impacts on the community and region;
- Updates on the Newark Regional Transit Center and Pomeroy Connector Trail;
- Progress on the University's strategic communications and marketing plan; and
- Recognition of donors who have given to the University.

Ms. Kelly noted the one resolution approved by the Committee and recommended to the Executive Committee for approval.

TRUSTEE COMMITTEE ON STUDENT LIFE & ATHLETICS:

Mr. Spartin reported on the Committee's meeting of November 12, 2019.

Highlights included:

- A presentation by Chrissi Rawak and Jordan Skolnick on athletics strategy; and
- A presentation by José-Luis Riera on elevating health and wellness at the University, including the creation of the Warner Wellness Center.

TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of November 13, 2019. Highlights included:

- Abatement activities at the Christiana Towers to precede demolition; and
- An addition of the Library Annex to house additional materials and make space to complete renovations within Morris Library.

Mr. Borel noted the resolution for the two projects approved by the Committee and recommended for approval.

TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of November 14, 2019.

Highlights included:

- A presentation on undergraduate enrollment by Rodney Morrison;
- A presentation of a data visualization tool around graduate college programming by Doug Doren;
- A presentation on faculty hiring by Provost Robin Morgan;
- Updates on the Middle States reaccreditation process;
- Approval of the name change of the Department of Music to the School of Music; and
- Recognition of faculty personnel actions.

Ms. Fontana noted the resolutions approved by the Committee and recommended to the Executive Committee for approval. Ms. Fontana also noted that the Committee invited the Deans of each College to a breakfast prior to the Committee meeting to learn more about the goals of each College moving forward.

TRUSTEE COMMITTEE ON FINANCE:

Dr. Puglisi reported on the Committee's meeting of November 14, 2019.

Highlights included:

- Discussion of the Series 2019A tax exempt bond issuance and defeasance of 2015 bond, saving the University \$6.7 million;
- Projects for approval as outlined in Mr. Borel's presentation from the Committee on Grounds & Buildings;
- An update on the University's budget model;
- An update on the performance of the University's investment portfolio;
- Updates on the FinTech building and proposed graduate student center at the Roundhouse; and
- An update on the University's deferred maintenance programs.

Dr. Puglisi noted the resolutions approved by the Committee and recommended to the Executive Committee for approval.

At this time, on motions made and seconded, the resolutions presented in the meeting materials for the Executive Committee were approved unanimously.

TRUSTEE COMMITTEE ON HONORARY DEGREES & AWARDS:

Mr. Cochran reported on the Committee's meeting of November 15, 2019.

Highlights included:

- Discussion of candidates for the honorary degree class of 2020;
- Identification of a speaker for Commencement ceremonies; and
- Discussion of candidates for the University's Medal of Distinction.

ATHLETICS UPDATE:

Ms. Rawak provided a brief update on athletics, noting that the athletics teams have seen a 15% increase in winning over the past year, and four sports made

conference playoffs. Men's basketball is also the first team in the country to achieve a record of six wins and no losses this season. Ms. Rawak also noted that athletics continues to focus on student-athlete academic successes as well as growing community across teams.

Ms. Rawak continued her presentation with an update to the Committee on the results of the athletics strategic planning process that has been in development for approximately 18 months. She noted that when she arrived at the University several years ago, many noted the University as a hidden gem or sleeping giant and this plan is meant to address how to move from being a sleeping giant to being the giant.

Ms. Rawak expressed her gratitude for the support to date from the Board and from President Assanis, and that the work to date has been focused on strengthening the foundations of the athletics programs and aligning priorities with the President's goals. Investments included hiring full-time coaches and staffing consistent with peer programs, investments in appropriate equipment for student athletes, and investments in student-athlete wellness. Ms. Rawak then handed the presentation over to Mr. Skolnick to speak to the planning process.

Mr. Skolnick described the process employed to create the strategic plan, and noted the department looked at other schools who were successful in elevating their athletics programming and the impacts on other metrics such as applications received, enrollment, university fundraising, and increased athletics revenue. He noted one of the institutions studied in this group, Gonzaga University, was profiled in the advance reading shared with the Committee. He further spoke to the increases in applications received, enrollment, fundraising, and athletics revenue following the institution's success in the men's basketball NCAA tournament.

Ms. Rawak continued the presentation with the three statements that resulted from the planning process: that the University would be noted for student-athletes recognized for student success, graduation, and life-long engagement with the University; athletics success would result in widespread exposure for the University, with sustained championship success for all varsity programs; and success needs to be collective and consistent to be nationally relevant. She also noted that athletics events present opportunities to advertise the non-athletic successes of the University and increase brand awareness.

Ms. Rawak shared the winning aspiration of the strategic plan, named Project Glass Slipper, that the department might achieve national relevancy for the University of Delaware by becoming the winningest Cinderella story in college athletics.

Ms. Rawak presented the necessary conditions to achieve the department's winning aspiration. She further shared the department's ongoing efforts to retain talent and invest in the department. She concluded her presentation with a video

of athletics highlights and asked the Committee to imagine if all of the events had taken place in one season.

Dr. Robison mentioned his study of athletics as a faculty member and reiterated the value of college athletics for institutions and for student-athletes. He posed a question about strategic investments in athletics and what the primary driver behind these investments is. He also noted that faculty research might be another key area of investment for the University that raises its profile and noted the current subsidy of athletics at the university is very significant.

President Assanis thanked Dr. Robinson for his comments and agreed that the University needs to be strategic about identifying priorities and making complex decisions. He noted the value of supporting the experience of student athletes as well as the ability of athletics to increase the pride and spirit of students and alumni connecting to the University. Basketball was noted as one sport that has great opportunity. Dr. Robinson also asked about investment in eSports and President Assanis noted that it is an area to investigate.

Ms. Lorusso shared that students want to be supportive of athletics and build pride and school spirit. She noted that this type of pride was forefront at the institutions visited during the student union study and it was identified as an opportunity for the University.

Mr. Cochran thanked everyone for their comments and the lively discussion on the topic and recognized that it is important to act in the best interests of the University. Mr. Cochran thanked Ms. Rawak and Mr. Skolnick for their presentation.

ADJOURNMENT:

With no further business, the regular meeting was adjourned at 12:40pm for an Executive Session.

APPROVED:



Jeffrey W. Garland
Vice President & University Secretary

APPENDIX A

**RESOLUTIONS
 (January 1 – June 30, 2019)**

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|--|
| Unidel Foundation, Inc. (FP) | \$ 12,000,000.00 | University Wide | Ammon Pinizzotto Biopharmaceutical Innovation Center |
| H. Fletcher Brown Trust (TC) | \$ 5,258,430.38 | University Wide | H. Fletcher Brown Trust |
| Mark P. Bendett, Ph.D. ('81/EG) | \$ 2,000,000.00 | Engineering | Bendett Fellowship; Mark P. Bendett Professor of Electrical and Computer Engineering |
| Dr. Eva-Maria Hauck-Grasselli (FR) | \$ 2,000,000.00 | Engineering | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| Christiana Care Health System (CP) | \$ 1,500,000.00 | Athletics; Health Sciences | Whitney Athletic Center and Delaware Stadium Renovation; Tower at STAR Campus |
| Bentley Systems Incorporated (CP) [Dr. Barry J. Bentley ('78/EG) and Mrs. M. Therese Bentley (PP)] [Mr. Keith A. Bentley ('80/EG) and Mrs. Corinne P. Bentley (PP)] | \$ 1,100,000.00 | Engineering | Bentley Systems Early Career Professor |
| Estate of Miriam D. McCauley (FR) | \$ 819,996.50 | Engineering | Miriam D. McCauley Engineering Scholarship |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Anonymous Corporation (PN) [Anonymous Friend (AF)] | \$ 754,263.00 | Earth, Ocean and Environment | Project Recover |
| Mrs. Sarah I. Gore ('76/EHD) | \$ 500,000.00 | Education and Human Development | Sarah Ives Gore '76M Graduate Student Support Fund; Sarah Ives Gore '76M Fellowship |
| Stephen F. Esser, Ph.D. ('85/BE) and Ms. Dana L. Dortone (FR) | \$ 250,000.00 | University Wide | Honors Program Director's Fund |
| The George Judy Marcus Family Foundation (FF) [Mr. George M. Marcus (FR) and Mrs. Judith A. Marcus (FR)] | \$ 250,000.00 | University Wide | Biden School and Institute |
| Pi Kappa Alpha (OO) | \$ 250,000.00 | University Wide | Pi Kappa Alpha Fraternity Scholarship |
| John L. Anderson, Ph.D. ('67/EG) and Mrs. Patricia Siemen Anderson ('67/AS) | \$ 200,000.00 | Athletics, Engineering | Whitney Athletic Center and Delaware Stadium Renovation; John and Pat Anderson Chemical Engineering Scholarship |
| Schwab Charitable Fund (OO) [Mr. Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)] | \$ 100,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |
| Mrs. Sue A. Morgan ('76/BE) | \$ 150,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Lt. Robert F. Smith (FR) | \$ 150,000.00 | Health Sciences | Karen Anne White Smith '85 Memorial Scholarship |
| Delaware Community Foundation (FP) [Motivate the First State (CP)] | \$ 107,107.92 | Health Sciences | Motivate the First State Initiative |
| Kerith Foundation (FP) [Dr. Sean Xiaolu Wang ('92/EG) and Ms. Monica Meng-Ling Ho ('90/ANR)] | \$ 102,000.00 | Engineering | College of Engineering |
| Ms. Margaret Canavan (FR) | \$ 100,662.25 | Engineering | Dr. Bernard Canavan Faculty Research Award |
| Mr. Terence M. Murphy (TR) and Mrs. Julie Ann Murphy (PP) | \$ 125,000.00 | Arts and Sciences | Terence M. and Julie Ann Murphy Scholarship |
| Charlotte Coates-Wilkes, M.D. (FR) | \$ 100,000.00 | Engineering | Lester D. and Charlotte Wilkes Scholarship |
| Mr. Matthew C. Cohen ('89/BE) and Mrs. Beth M. Cohen ('89/AS) | \$ 100,000.00 | University Wide | Matthew C. and Beth J. Cohen Endowed Study Abroad Scholarship |
| Mr. Jerrold B. Harris (FR) and Mrs. Bobbi Harris (FR) | \$ 100,000.00 | Agriculture and Natural Resources | Endowed Professorship in Waterfowl and Upland Gamebird |
| Dr. Evelyn R. Hayes (RF) | \$ 100,000.00 | Health Sciences | Evelyn R. Hayes Health Sciences Initiative |
| Samuel H. Kress Foundation (FP) | \$ 100,000.00 | Arts and Sciences | WUDPAC Summer Internship Program |
| NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors. | | | |

APPENDIX B

FACULTY PERSONNEL ACTIONS

RESOLVED, to recognize the personnel actions (new continuing track appointments, tenurable appointments, emeritus appointments, and appointments to named professorships) presented in the November 14, 2019, meeting booklet of the Trustee Committee on Academic Affairs.

New Faculty Appointments

Instructor – Continuing Track:

| Name | Academic Unit |
|------------------|---------------------------------|
| Vincent DiFelice | Business Administration |
| Donna Giordano | Behavioral Health and Nutrition |
| Tara Smith | Communication |
| Paula Melancon | Medical and Molecular Sciences |
| April Prior | School of Nursing |

ASSISTANT PROFESSORS – CONTINUING TRACK:

| Name | Academic Unit |
|------------------|---|
| Elias Kourpas | Accounting and Management Information Systems |
| Ali Tosyali | Accounting and Management Information Systems |
| Robin Kucharczyk | Associate in Arts Program |
| Brad Thompson | Associate in Arts Program |
| Sarah Vigliotta | Associate in Arts Program |
| David Raden | Biological Sciences |
| Ashutosh Khandha | Biomedical Engineering |
| Julie Kohn | Biomedical Engineering |

| | |
|-----------------|------------------------------------|
| Eva Alfoldi | Business Administration |
| Pohlig, Ryan | Epidemiology Program |
| Michael Gelman | Finance |
| Sarah Williams | Hospitality Business Management |
| Saskia Richter | Kinesiology and Applied Physiology |
| Sarah Mallory | School of Education |
| Kristina Najera | School of Education |
| Shawna Vican | Sociology and Criminal Justice |

Associate Professors – Continuing Track:

| Name | Academic Unit |
|----------------|--------------------------------|
| Monica Sanders | Sociology and Criminal Justice |

Professor – Continuing Track:

| Name | Academic Unit |
|--------------|----------------------|
| David Ebaugh | Physical Therapy |

Associate Professor – Tenured:

| Name | Academic Unit |
|-----------------------|--|
| Sarah Bruch | Biden School of Public Policy and Administration |
| Vishal Saxena | Electrical and Computer Engineering |
| Panagiotis Artemiadis | Mechanical Engineering |

| | |
|------------------|-------------------------|
| Elias Goldstein | Music |
| Eric Bardenhagen | Plant and Soil Sciences |

Professor – Tenured:

| Name | Academic Unit |
|------------------------|--|
| Erin Connor | Animal and Food Sciences |
| Kimberley Isett | Biden School of Public Policy and Administration |
| Velia Fowler | Biological Sciences |
| Gary Henry | School of Education |
| Marianthi Ierapetritou | Chemical and Biomolecular Engineering |
| Amy Bleakley | Communication |
| Alison Parker | History |
| Mark Clodfelter | Music |

Assistant Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Jing He | Accounting and Management Information Systems |
| Jennifer Trivedi | Anthropology |
| Maik Kecinski | Applied Economics and Statistics |

| | |
|-----------------------|--|
| Nina Owczarek | Art Conservation |
| Joelle Wickens | Art Conservation |
| Jae Kyeom Kim | Behavioral Health and Nutrition |
| A.R. Siders | Biden School of Public Policy and Administration |
| Sal Mistry | Business Administration |
| Jackie Silverman | Business Administration |
| Jodi Hadden | Chemistry and Biochemistry |
| Jeffrey Mugridge | Chemistry and Biochemistry |
| John Crowley | Communication |
| Ho Ming Chow | Communication Sciences and Disorders |
| Evan Usler | Communication Sciences and Disorders |
| Xi Peng | Computer and Information Sciences |
| Thomas Eisenberg | Economics |
| Mary Bowden | English |
| Brooke Stanley | English |
| Vincenzo Ellis | Entomology and Wildlife Ecology |
| Medina Jackson-Browne | Epidemiology Program |
| Saira Khan | Epidemiology Program |

| | |
|--------------------|---|
| Adriana Gorea | Fashion and Apparel Studies |
| Kyle Davis | Geography |
| Colton Lynner | Geological Sciences |
| Jocelyn Hafer | Kinesiology and Applied Physiology |
| Marcaline Boyd | Languages, Literatures and Cultures |
| Charles Dhong | Materials Science and Engineering |
| Laure Kayser | Materials Science and Engineering |
| Sambeeta Das | Mechanical Engineering |
| Tyler Van Buren | Mechanical Engineering |
| Elicia Silverstein | Music |
| Vladimir Medenica | Political Science and International Relations |
| Sarah Curtiss | School of Education |
| Stephanie Del Tufo | School of Education |
| Teomara Rutherford | School of Education |
| Bryan VanGronigen | School of Education |
| Yun Li | School of Marine Science and Policy |
| Xinfeng Liang | School of Marine Science and Policy |
| Sarah DeYoung | Sociology and Criminal Justice |

Associate Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Michael Jung | Accounting and Management Information Systems |
| Nir Yehuda | Accounting and Management Information Systems |
| Guillaume Combet | Music |

2. NAMED PROFESSORS:

| Name | Title and Academic Unit |
|------------------------|---|
| Jinfa Cai | Kathleen and David Hollowell Professor Mathematics Sciences |
| Tanisha Ford | Cochran Scholar Africana Studies and History |
| Aquiles Iglesias | Unidel Katherine Esterly Chair of Health Sciences |
| Marianthi Ierapetritou | Gore Centennial Professor Chemical and Biomolecular Engineering |
| Feng Jiao | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| April M. Kloxin | Centennial Development Professor of Chemical and Biomolecular Engineering |
| Salil Lachke | Alumni Distinguished Early Career Professor of Biology |
| Jennifer McConnell | Bentley Systems Early Career Professor Civil and Environmental Engineering |
| Bingjun Xu | Centennial Development Professor of Chemical and Biomolecular Engineering |

3. FACULTY EMERITI:

| Name | Title | Academic Unit |
|---------------|--------------------|---------------|
| Heyward Brock | Professor Emeritus | English |

| | | |
|-----------------|--|-----------------------------------|
| John Burmeister | Alumni Distinguished Professor Emeritus | Chemistry and Biochemistry |
| Thomas Gaisser | Martin A. Pomerantz Chair Emeritus | Physics and Astronomy |
| James Hawk | Professor Emeritus | Plant and Soil Sciences |
| Mary Ann McLane | Professor Emerita | Medical and Molecular Sciences |
| Raelene Master | Professor Emerita | Medical and Molecular Sciences |
| Janice Selekmán | Professor Emerita | School of Nursing |
| Henry Shipman | Annie Jump Cannon Professor Emeritus | Physics and Astronomy |
| Gail Wade | Professor Emerita | School of Nursing |

VIII. CONSENT AGENDA

1. **WHEREAS**, the following donors have generously given to the University of Delaware; and

*(details as contained in the listing provided in the Fall 2019 PA&A Committee meeting booklet and detailed in **Appendix A** included in these materials)*

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.

2. **RESOLVED**, by the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer are authorized on behalf of the University of Delaware to open and close bank, brokerage, custody, trust, safekeeping, or other accounts on behalf of the University of Delaware, subject to the bylaws of the University of Delaware and resolutions of the Board of Trustees, and to enter into agreements governing the administration of such accounts upon such terms and conditions as such officers shall deem to be requisite and proper, said agreement to provide, among other things, the manner in which such securities and/or property so deposited and the income there from may be held, withdrawn and/or disposed of, and shall designate the employees of the University who shall give directions with respect to such securities, property and/or income and any other matters or things reasonably pertinent to the deposit of such securities and/or property.

Any two of the above named officers of the University, subject to the bylaws of the University of Delaware, the resolutions of the Board of Trustees and the laws of the State of Delaware, hereby are authorized on behalf of the University to do the following:

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.
2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.
3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.
4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means,

including, but not limited to, wire transfers, EFT, and lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.

5. To open accounts in any publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts.

6. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to register said property in the name of such bank or firm's nominee.

7. To instruct or permit any bank or brokerage firm holding any property of the University of Delaware to deposit or arrange for the deposit of such property at Depository Trust Company or any other securities depository or clearing corporation, and to hold such property on behalf of the University of Delaware at any correspondent branch of said bank or firm. Such property may be registered in the depository, bank or firm's nominee name.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

3. RESOLVED, by the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Controller and Chief Investment Officer (subject to the bylaws of the University, the resolutions of the Board of Trustees and the laws of the State of Delaware, and the investment decisions of the Investment Visiting Committee of the Board of Trustees), hereby are authorized on behalf of the University of Delaware to:

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.

2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.

3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:

a. By investing the University's monies, including the endowment, in hedge funds,

- b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and
- c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.
- d. Such officers may delegate to other officers and employees the power to take the foregoing actions whenever appropriate.

4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.

5. Effective Date. This resolution shall be effective upon its adoption.

BE IT FURTHER RESOLVED, all and any resolutions previously adopted which are in conflict with this resolution be, and hereby are, revoked or amended to resolve such conflict.

4. **WHEREAS**, the Committee on Grounds and Buildings and Finance and the Executive Committee have reviewed and approved the following project summaries along with the costs for design and construction, as provided by the Administration:

| | |
|------------------------------|---------------|
| Christiana Towers Demolition | \$ 3,000,000 |
| Library Annex – Addition | \$ 4,000,000; |

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees approves the Christiana Towers Demolition and Library Annex – Addition projects, and approves the Administration to take any further action deemed necessary to complete these projects.

5. **WHEREAS**, a spring 2018 external review team evaluating the Department of Music recommended a name change that reflects its size, scope, and wide-ranging artistic and educational activities within the campus, regional, national, and international communities;

WHEREAS, a name change will provide branding consistent with the designation of music units at comparator and AAU institutions;

WHEREAS, a name change will better reflect the rising prominence of the music unit as a premier institution of music learning in the Northeast region, evidenced by the significant increase in undergraduate and graduate student enrollment and achievement over the last decade;

WHEREAS, a name change has been discussed with and is supported by the Offices of President, Provost, and Dean of the College of Arts and Sciences;

WHEREAS, the Faculty Senate and the Faculty Senate Educational Affairs Committee also endorse the name change;

WHEREAS, the Trustee Committee on Academic Affairs and the Executive Committee recommend the name change;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the Department of Music name change to the School of Music, effective July 1, 2019.

6. **RESOLVED**, to recognize the personnel actions (new continuing track appointments, tenurable appointments, emeritus appointments, and appointments to named professorships) presented in the November 14, 2019 meeting booklet of the Trustee Committee on Academic Affairs. (**Appendix B**).

7. **WHEREAS**, Wells Fargo is the Trustee under the will of Edward C. Davis, and

WHEREAS, the will provides that Trust income shall be paid to the University of Delaware "for scholarships for students in the School of Civil Engineering at the University of Delaware, or for such other purposes as the University shall, in writing, represent to the Trustee at the time of any such payment or payments that it needs for some specific purpose in advancing the efficiency of the School of Civil Engineering are greater than its needs for scholarships in that school."

NOW, THEREFORE, BE IT RESOLVED, that the President of the University be, and hereby is, directed to certify in writing to Wells Fargo that the University needs an estimated amount of \$180,000 for undergraduate scholarships during FY 2020, and that the University's need for the balance of the Trust income for FY 2020 for fellowships for graduate students, for facilities renewal, and for faculty support of named professorships in the Department of Civil Engineering is greater than the University's need for additional undergraduate scholarships in that Department, and further,

BE IT RESOLVED, to request the Trustee to pay the income from the Trust to the University for such support.

APPENDIX A

**RESOLUTIONS
 (January 1 – June 30, 2019)**

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|--------------------------------------|---|--|
| Unidel Foundation, Inc. (FP) | \$ 12,000,000.00 | University Wide | Ammon Pinizzotto Biopharmaceutical Innovation Center |
| H. Fletcher Brown Trust (TC) | \$ 5,258,430.38 | University Wide | H. Fletcher Brown Trust |
| Mark P. Bendett, Ph.D. ('81/EG) | \$ 2,000,000.00 | Engineering | Bendett Fellowship; Mark P. Bendett Professor of Electrical and Computer Engineering |
| Dr. Eva-Maria Hauck-Grasselli (FR) | \$ 2,000,000.00 | Engineering | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| Christiana Care Health System (CP) | \$ 1,500,000.00 | Athletics; Health Sciences | Whitney Athletic Center and Delaware Stadium Renovation; Tower at STAR Campus |
| Bentley Systems Incorporated (CP) [Dr. Barry J. Bentley ('78/EG) and Mrs. M. Therese Bentley (PP)] [Mr. Keith A. Bentley ('80/EG) and Mrs. Corinne P. Bentley (PP)] | \$ 1,100,000.00 | Engineering | Bentley Systems Early Career Professor |
| Estate of Miriam D. McCauley (FR) | \$ 819,996.50 | Engineering | Miriam D. McCauley Engineering Scholarship |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Anonymous Corporation (PN) [Anonymous Friend (AF)] | \$ 754,263.00 | Earth, Ocean and Environment | Project Recover |
| Mrs. Sarah I. Gore ('76/EHD) | \$ 500,000.00 | Education and Human Development | Sarah Ives Gore '76M Graduate Student Support Fund; Sarah Ives Gore '76M Fellowship |
| Stephen F. Esser, Ph.D. ('85/BE) and Ms. Dana L. Dortone (FR) | \$ 250,000.00 | University Wide | Honors Program Director's Fund |
| The George Judy Marcus Family Foundation (FF) [Mr. George M. Marcus (FR) and Mrs. Judith A. Marcus (FR)] | \$ 250,000.00 | University Wide | Biden School and Institute |
| Pi Kappa Alpha (OO) | \$ 250,000.00 | University Wide | Pi Kappa Alpha Fraternity Scholarship |
| John L. Anderson, Ph.D. ('67/EG) and Mrs. Patricia Siemen Anderson ('67/AS) | \$ 200,000.00 | Athletics, Engineering | Whitney Athletic Center and Delaware Stadium Renovation; John and Pat Anderson Chemical Engineering Scholarship |
| Schwab Charitable Fund (OO) [Mr. Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)] | \$ 100,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |
| Mrs. Sue A. Morgan ('76/BE) | \$ 150,000.00 | Athletics | Whitney Athletic Center and Delaware Stadium Renovation |

| Whereas the following donors; | Have generously given the amount of; | To the benefit of the following school or unit; | Whereas the gift shall be allocated as follows; |
|---|---|--|---|
| Lt. Robert F. Smith (FR) | \$ 150,000.00 | Health Sciences | Karen Anne White Smith '85 Memorial Scholarship |
| Delaware Community Foundation (FP) [Motivate the First State (CP)] | \$ 107,107.92 | Health Sciences | Motivate the First State Initiative |
| Kerith Foundation (FP) [Dr. Sean Xiaolu Wang ('92/EG) and Ms. Monica Meng-Ling Ho ('90/ANR)] | \$ 102,000.00 | Engineering | College of Engineering |
| Ms. Margaret Canavan (FR) | \$ 100,662.25 | Engineering | Dr. Bernard Canavan Faculty Research Award |
| Mr. Terence M. Murphy (TR) and Mrs. Julie Ann Murphy (PP) | \$ 125,000.00 | Arts and Sciences | Terence M. and Julie Ann Murphy Scholarship |
| Charlotte Coates-Wilkes, M.D. (FR) | \$ 100,000.00 | Engineering | Lester D. and Charlotte Wilkes Scholarship |
| Mr. Matthew C. Cohen ('89/BE) and Mrs. Beth M. Cohen ('89/AS) | \$ 100,000.00 | University Wide | Matthew C. and Beth J. Cohen Endowed Study Abroad Scholarship |
| Mr. Jerrold B. Harris (FR) and Mrs. Bobbi Harris (FR) | \$ 100,000.00 | Agriculture and Natural Resources | Endowed Professorship in Waterfowl and Upland Gamebird |
| Dr. Evelyn R. Hayes (RF) | \$ 100,000.00 | Health Sciences | Evelyn R. Hayes Health Sciences Initiative |
| Samuel H. Kress Foundation (FP) | \$ 100,000.00 | Arts and Sciences | WUDPAC Summer Internship Program |
| NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors. | | | |

APPENDIX B

FACULTY PERSONNEL ACTIONS

RESOLVED, to recognize the personnel actions (new continuing track appointments, tenurable appointments, emeritus appointments, and appointments to named professorships) presented in the November 14, 2019, meeting booklet of the Trustee Committee on Academic Affairs.

New Faculty Appointments

Instructor – Continuing Track:

| Name | Academic Unit |
|------------------|---------------------------------|
| Vincent DiFelice | Business Administration |
| Donna Giordano | Behavioral Health and Nutrition |
| Tara Smith | Communication |
| Paula Melancon | Medical and Molecular Sciences |
| April Prior | School of Nursing |

ASSISTANT PROFESSORS – CONTINUING TRACK:

| Name | Academic Unit |
|------------------|---|
| Elias Kourpas | Accounting and Management Information Systems |
| Ali Tosyali | Accounting and Management Information Systems |
| Robin Kucharczyk | Associate in Arts Program |
| Brad Thompson | Associate in Arts Program |
| Sarah Vigliotta | Associate in Arts Program |
| David Raden | Biological Sciences |
| Ashutosh Khandha | Biomedical Engineering |
| Julie Kohn | Biomedical Engineering |

| | |
|-----------------|------------------------------------|
| Eva Alfoldi | Business Administration |
| Pohlig, Ryan | Epidemiology Program |
| Michael Gelman | Finance |
| Sarah Williams | Hospitality Business Management |
| Saskia Richter | Kinesiology and Applied Physiology |
| Sarah Mallory | School of Education |
| Kristina Najera | School of Education |
| Shawna Vican | Sociology and Criminal Justice |

Associate Professors – Continuing Track:

| Name | Academic Unit |
|----------------|--------------------------------|
| Monica Sanders | Sociology and Criminal Justice |

Professor – Continuing Track:

| Name | Academic Unit |
|--------------|----------------------|
| David Ebaugh | Physical Therapy |

Associate Professor – Tenured:

| Name | Academic Unit |
|-----------------------|--|
| Sarah Bruch | Biden School of Public Policy and Administration |
| Vishal Saxena | Electrical and Computer Engineering |
| Panagiotis Artemiadis | Mechanical Engineering |
| Elias Goldstein | Music |

| | |
|------------------|-------------------------|
| Eric Bardenhagen | Plant and Soil Sciences |
|------------------|-------------------------|

Professor – Tenured:

| Name | Academic Unit |
|------------------------|--|
| Erin Connor | Animal and Food Sciences |
| Kimberley Isett | Biden School of Public Policy and Administration |
| Velia Fowler | Biological Sciences |
| Gary Henry | School of Education |
| Marianthi Ierapetritou | Chemical and Biomolecular Engineering |
| Amy Bleakley | Communication |
| Alison Parker | History |
| Mark Clodfelter | Music |

Assistant Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Jing He | Accounting and Management Information Systems |
| Jennifer Trivedi | Anthropology |
| Maik Kecinski | Applied Economics and Statistics |
| Nina Owczarek | Art Conservation |

| | |
|-----------------------|--|
| Joelle Wickens | Art Conservation |
| Jae Kyeom Kim | Behavioral Health and Nutrition |
| A.R. Siders | Biden School of Public Policy and Administration |
| Sal Mistry | Business Administration |
| Jackie Silverman | Business Administration |
| Jodi Hadden | Chemistry and Biochemistry |
| Jeffrey Mugridge | Chemistry and Biochemistry |
| John Crowley | Communication |
| Ho Ming Chow | Communication Sciences and Disorders |
| Evan Usler | Communication Sciences and Disorders |
| Xi Peng | Computer and Information Sciences |
| Thomas Eisenberg | Economics |
| Mary Bowden | English |
| Brooke Stanley | English |
| Vincenzo Ellis | Entomology and Wildlife Ecology |
| Medina Jackson-Browne | Epidemiology Program |
| Saira Khan | Epidemiology Program |
| Adriana Gorea | Fashion and Apparel Studies |

| | |
|--------------------|---|
| Kyle Davis | Geography |
| Colton Lynner | Geological Sciences |
| Jocelyn Hafer | Kinesiology and Applied Physiology |
| Marcaline Boyd | Languages, Literatures and Cultures |
| Charles Dhong | Materials Science and Engineering |
| Laure Kayser | Materials Science and Engineering |
| Sambeeta Das | Mechanical Engineering |
| Tyler Van Buren | Mechanical Engineering |
| Elicia Silverstein | Music |
| Vladimir Medenica | Political Science and International Relations |
| Sarah Curtiss | School of Education |
| Stephanie Del Tufo | School of Education |
| Teomara Rutherford | School of Education |
| Bryan VanGronigen | School of Education |
| Yun Li | School of Marine Science and Policy |
| Xinfeng Liang | School of Marine Science and Policy |
| Sarah DeYoung | Sociology and Criminal Justice |

Associate Professor – Tenure Track:

| Name | Academic Unit |
|------------------|---|
| Michael Jung | Accounting and Management Information Systems |
| Nir Yehuda | Accounting and Management Information Systems |
| Guillaume Combet | Music |

2. NAMED PROFESSORS:

| Name | Title and Academic Unit |
|------------------------|--|
| Jinfa Cai | Kathleen and David Hollowell Professor Mathematics Sciences |
| Tanisha Ford | Cochran Scholar Africana Studies and History |
| Aquiles Iglesias | Unidel Katherine Esterly Chair of Health Sciences |
| Marianthi Ierapetritou | Gore Centennial Professor Chemical and Biomolecular Engineering |
| Feng Jiao | Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering |
| April M. Kloxin | Centennial Development Professor of Chemical and Biomolecular Engineering |
| Salil Lachke | Alumni Distinguished Early Career Professor of Biology |
| Jennifer McConnell | Bentley Systems Early Career Professor Civil and Environmental Engineering |
| Bingjun Xu | Centennial Development Professor of Chemical and Biomolecular Engineering |

3. FACULTY EMERITI:

| Name | Title | Academic Unit |
|-----------------|--|----------------------------|
| Heyward Brock | Professor Emeritus | English |
| John Burmeister | Alumni Distinguished Professor Emeritus | Chemistry and Biochemistry |

| | | |
|-----------------|---|-----------------------------------|
| Thomas Gaisser | Martin A. Pomerantz Chair Emeritus | Physics and Astronomy |
| James Hawk | Professor Emeritus | Plant and Soil Sciences |
| Mary Ann McLane | Professor Emerita | Medical and Molecular Sciences |
| Raelene Master | Professor Emerita | Medical and Molecular Sciences |
| Janice Selekman | Professor Emerita | School of Nursing |
| Henry Shipman | Annie Jump Cannon Professor Emeritus | Physics and Astronomy |
| Gail Wade | Professor Emerita | School of Nursing |

IX. SPECIAL RECOGNITIONS

X. ADJOURNMENT