



## **Semiannual Board of Trustees Meeting**

University of Delaware

The Audion at STAR Tower | 100 Discovery Blvd, Newark, DE 19713

Dec 6, 2022 3:00 PM - 5:00 PM EST

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**BOARD OF TRUSTEES**  
**May 19, 2022**

**DRAFT Minutes**

A meeting of the Board of Trustees of the University of Delaware was held on Thursday, May 19 at the Audion at STAR Tower. The meeting began at 3:00 p.m.

**TRUSTEES PRESENT:**

John R. Cochran, Chair; Dennis N. Assanis; Christopher W. Baker; James C. Borel; I.G. Burton III; Allison B. Castellanos; Beth W. Cooper; Claire DeMatteis; William J. DiMondi; Donna M. Fontana; Michael S. Geltzeiler; Kathleen V. Hawkins; Terri L. Kelly; William M. Lafferty; Guy F. Marcozzi; Terence M. Murphy; Debra Hess Norris; John W. Paradee; Claudia Peña Porretti; Donald J. Puglisi; Edmond J. Sannini; David W. Spartin; Whitney Townsend Sweeney; Sean X. Wang; Kenneth C. Whitney; Freeman L. Williams

**TRUSTEES EXCUSED:**

Carol Ammon; John Carney; James Correll

**APPROVED ON A MOTION MADE AND SECONDED:**

The minutes of the Board's Semiannual Meeting of March 16, 2022.

**RESOLUTIONS:**

The following resolutions were approved by the Board of Trustees:

1. **RESOLVED**, that the following individuals, as members of the Honorary Degree Class of 2022, shall receive Honorary Degrees at the 2022 Commencement ceremony on May 28, 2022: Dr. Arup K. Chakraborty, Ms. Theresa J. Rebeck, Dr. James E. Newton, Mr. Gerret van S. Copeland, and Ms. Tatiana B. Copeland.
2. **WHEREAS**, the following donors have generously given to the University of Delaware; and

(details as contained in the listing provided in the Spring 2022 PA&A Committee booklet, the 2022 Executive Committee 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.

- 3. WHEREAS**, the Department of Psychological & Brain Sciences (PBS) in the Natural Sciences Portfolio of the College of Arts and Sciences currently offers a PhD in Psychological & Brain Sciences with concentrations in either Behavioral Neuroscience, Clinical Science, Cognitive Psychology, or Social Psychology, and

**WHEREAS**, a Master of Science (compared to a Master of Arts) is more consistent with the goals of our training program, more reflective of our recent departmental name change from Department of Psychology to Department of PBS, and better reflects the quantitative and empirical thesis requirement that PBS already has for their Masters' projects, and

**WHEREAS**, PBS has a concurrent proposal to establish a Master of Science (MS) in Psychological & Brain Sciences, and

**WHEREAS**, the existing graduate program in PBS already provides all the courses and administrative framework for the MS degree which will be the same as that of the Master of Arts (MA) in Psychology that we seek to disestablish, and

**WHEREAS**, the PBS faculty have voted unanimously at its faculty meeting 2nd of October 2019 to disestablish the MA in Psychology and replace it with the MS in Psychological & Brain Sciences;

**WHEREAS**, the Faculty Senate recommends disestablishment of the MA degree in Psychology, and

**WHEREAS**, the Administration also recommends disestablishment of the MA degree in Psychology,

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves the disestablishment of the MA degree in Psychology.

- 4. WHEREAS**, the Department of Physics and Astronomy (DPA) in the College of Arts and Sciences has provisionally offered a successful program for the Bachelor of Arts in Astronomy offering students skills for observing and analyzing the Cosmos, and

**WHEREAS**, the DPA over the last 5 years has continued to have significant number of individuals who are interested in pursuing careers in Astronomy related fields, and

**WHEREAS**, the DPA has developed an Astronomy major, which offers an alternate route for students to pursue careers in fields associated with

space exploration, observing the Cosmos, Aerospace industries, STEM education, etc., and

**WHEREAS**, the existing undergraduate programs in Physics and Astronomy already provides a majority of all the courses and administrative framework for such a degree, and

**WHEREAS**, the Faculty Senate recommends permanent program status approval of the Bachelor of Arts in Astronomy, and

**WHEREAS**, the Administration also recommends permanent program status approval of the Bachelor of Arts in Astronomy, and

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves permanent program status of the Bachelor of Arts in Astronomy.

- 5. WHEREAS**, the Economics Interdepartmental BA has had a low and declining enrollment over the past several years, and

**WHEREAS**, the College of Arts and Sciences, which administers the program, intends to use its resources to support undergraduate learning, research, and professional development in other ways, and

**WHEREAS**, the Dean of the College of Arts and Sciences recommended disestablishing the program after a review in 2021-22, and

**WHEREAS**, the Faculty Senate approves disestablishment of the Economics Interdepartmental BA, and

**WHEREAS**, the Administration approves disestablishment of the Economics Interdepartmental BA,

**NOW BE IT THEREFORE RESOLVED**, that the Board of Trustees approves disestablishment of the Economics Interdepartmental BA for Fall 2022.

- 6. WHEREAS**, the Department of Medical and Molecular Sciences has offered, provisionally for five years, a Master of Science in Medical Sciences, and

**WHEREAS**, the Department of Medical and Molecular Sciences continues to have a growing number of students who choose to pursue a Master of Science in Medical Sciences, and

**WHEREAS**, these students have been served well by a rigorous academic degree that prepares them for advanced practice and leadership roles in the laboratory based health professions, and

**WHEREAS**, the program has received the full support of faculty as well as the faculty in all programs affected by the curriculum, and

**WHEREAS**, the Faculty Senate recommends permanent program status approval of the Master of Science in Medical Sciences effective Fall 2022, and

**WHEREAS**, the Administration also recommends permanent program status approval of the Master of Science in Medical Sciences effective Fall 2022,

**NOW THEREFORE BE IT RESOLVED**, that the Board of Trustees approves permanent establishment of the Master of Science in Medical Sciences effective Fall 2022.

- 7. WHEREAS**, this degree in Health Sciences was established more than 15 years ago as a flexible major for students that failed to meet the minimum requirements of their original major, and

**WHEREAS**, the Curriculum across College of Health Sciences majors have changed and there are no students enrolled in this major for the last 4+ years, and

**WHEREAS**, because this major does not support current College of Health Sciences majors, minors, or certificate programs, the unanimous recommendation of the College of Health Sciences Oversight Committee in September 2021 was to deactivate this major, and

**WHEREAS**, the Faculty Senate recommends disestablishment of the Health Sciences Bachelor of Science degree, and

**WHEREAS**, the Administration also recommends disestablishment of the Health Sciences Bachelor of Science degree,

**NOW THEREFORE BE IT RESOLVED**, that the Board of Trustees approves disestablishment of the Health Sciences Bachelor of Science degree.

- 8. WHEREAS**, the University of Delaware prioritizes high quality, affordable education providing “broad access to a comprehensive array of educational programs that reflect high academic standards,” as a key to continuing academic progress and the construction engineering and management program expands educational program offerings, and

**WHEREAS**, the University strives to “provide undergraduate education that ranks among the finest provided by any public university in America” and the construction engineering and management curriculum has been developed following the best practices of top universities and tailored to the strengths of the faculty, and

**WHEREAS**, academic priorities for undergraduate education strive to “remain the institution of choice in the mid-Atlantic region” and the construction engineering and management program, when accredited, will be the only such program in the Mid-Atlantic region, and

**WHEREAS**, there is strong industry support for the construction engineering and management program which serves the needs and interests of the professional community, and the program will substantially benefit the reputation of the University of Delaware in construction engineering and management education, and

**WHEREAS**, the Faculty Senate recommends approval of permanent status for the Bachelor of Construction Engineering and Management (BCEM) degree, effective Sept. 1, 2022, and

**WHEREAS**, the Administration also recommends the approval of permanent status for the Bachelor of Construction Engineering and Management (BCEM) degree, effective Sept. 1, 2022,

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves permanent status for the Bachelor of Construction Engineering and Management (BCEM) degree, effective Sept. 1, 2022.

9. **WHEREAS**, the Liberal Arts - Engineering BA has had a low and declining enrollment over the past several years, and

**WHEREAS**, the College of Arts and Sciences, which administers the program, intends to use its resources to support undergraduate learning, research, and professional development in other ways, and

**WHEREAS**, the Dean of the College of Arts and Sciences recommended disestablishing the program after a review in 2021-22, and

**WHEREAS**, the Faculty Senate recommends the disestablishment of the Liberal Arts - Engineering BA, and

**WHEREAS**, the Administration also recommends the disestablishment of the Liberal Arts - Engineering BA,

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves disestablishment of the Liberal Arts - Engineering BA program effective, Fall 2022.

**10. WHEREAS**, the Human Relations Administration major provides a unique interdisciplinary major for students at the University of Delaware interested in working in a variety of for-profit and not-for-profit sectors focusing on employee relationships, talent management and related careers, and

**WHEREAS**, interest and growth of the major has increased steadily, with limited additional resources needed, and

**WHEREAS**, an assessment of the major shows positive feedback from students, graduates and site supervisors, with strong connections to the University's academic mission and goals, and

**WHEREAS**, the Faculty Senate recommends approval of permanent status for the Bachelor of Science in Human Relations, and

**WHEREAS**, the Administration also recommends approval of permanent status for the Bachelor of Science in Human Relations,

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves permanent status for the Bachelor of Science in Human Relations Administration.

**11. WHEREAS**, the Department of Plant and Soil Sciences (PLSC) in the College of Agriculture and Natural Resources has offered a successful program for the Bachelor of Landscape Architecture (BLA) in PLSC preparing students for professional practice of landscape architecture, and

**WHEREAS**, the BLA in PLSC has achieved accreditation from the Landscape Architecture Accreditation Board (LAAB), and

**WHEREAS**, the BLA in PLSC currently has achieved full enrollment of 66 students by LAAB accreditation standards and has graduated 25 students, and

**WHEREAS**, the BLA complies with all accreditation standards and is in full compliance with all professional degree program standards for: program mission and objectives; program autonomy, governance, and administration; professional curriculum; student and program outcomes; faculty; outreach to the institution, communities, alumni and practitioners; and facilities, equipment and technology, and

**WHEREAS**, the BLA in PLSC is compatible with the academic priorities of the University, and

**WHEREAS**, the Faculty Senate recommends permanent program status approval for the Bachelor of Landscape Architecture, and

**WHEREAS**, the Administration also recommends permanent program status approval for the Bachelor of Landscape Architecture,

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves permanent establishment of the Bachelor of Landscape Architecture.

- 12. BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the April 12, 2022 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Appendix B**.

- 13. WHEREAS**, Trustees Budget Policies and Regulations require the Trustee Committee on Finance to review and approve the operating budget, insuring the budget and budget assumptions reflect and support the University's vision and mission,

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees approves the FY 2023 budget of \$1,150.9 million as presented including the following annual tuition rates for FY 2023 (subject to confirmation of the State Budget Recommendations for FY 2023). The Trustee Committee on Finance authorizes an Undergraduate tuition rate increase not to exceed 3.0 percent

	Resident Resident <u>Tuition</u> <u>Increase</u>	<u>Increase</u>	Non- <u>Tuition</u>
<b>Undergraduate</b>			
Full-time 3.0%	\$13,370	3.0%	\$35,890
Per Credit Hour 3.0%	557	3.0%	1,495
Maximum Tuition Rate for:			
Winter Session 3.0%	\$2,507	3.0%	\$6,728
Summer Session 3.0%	2,507	3.0%	6,728
<b>Graduate</b>		<u>Amount</u>	<u>Increase</u>
Base - Per Credit Hour		\$ 979	3.0%
Exceptions - Per Credit Hour		\$ 773	3.0%
		\$1,288	3.0%
		\$1,466	3.0%
		\$1,955	3.0%
<b>Graduate Sustaining Fee</b>		<u>Amount</u>	<u>Increase</u>
Master		\$ 763	3.0%
Doctoral		\$1,152	3.0%

**14. RESOLVED**, that, effective fall 2022, the Student Comprehensive Fee be \$549 per semester for all full-time students.

**15. RESOLVED**, that, effective fall 2022, the Student Center Fee be \$119 per semester.

**16. RESOLVED**, that, effective fall 2022, the Student Wellbeing fee be \$352 per semester; the winter session fee be \$77; and the summer session fee be \$98.

**17. RESOLVED**, that, effective fall 2022, the \$125 clinical course fee be applied to NURS246.

**18. RESOLVED**, that, effective fall 2022, the University annual dining plan rates will be increased an average of 6.0 percent.

**19. RESOLVED**, that, effective fall 2022, the University traditional residence hall room annual rates will be increased by an average of 2.0 percent.

**20. WHEREAS**, the Executive Committee has reviewed the following project summary along with the costs for design and construction, as provided by the Administration:

Drake Laboratory Addition -	
Organics Laboratory Fit Out	\$2,600,000;

**NOW, THEREFORE, BE IT RESOLVED**, the Board of Trustees approves the Drake Laboratory Addition - Organics Laboratory Fit Out, and the authorizing of the Administration to take any further action deemed necessary to implement and complete the project.

**21. 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,

**NOW, THEREFORE BE IT RESOLVED**, that the endowment pooled portfolio distribute \$4.49 per unit in Fiscal Year 2023 which represents 4.00% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2021.

**OPENING:**

Chairman Cochran convened the meeting at 3:00 p.m. and welcomed all those in attendance. Mr. Cochran noted Dr. Freeman Williams as a new member of the Board of Trustees. He requested a moment of silence in remembrance of friends of the University who had recently passed away. He then called on Mr. Burton 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 March 16, 2022.

**PUBLIC COMMENT:**

The Board of Trustees recognized Dr. John Morgan for comments.

## REPORT OF THE PRESIDENT:

Dr. Assanis reported to the Board of Trustees and thanked the Board for its support over the pandemic lasting the past two years. The return to campus operations is a testament to the strength and resilience of the community. Dr. Assanis acknowledged the work of the senior leadership team and recognized several leaders who are retiring this year, and he welcomed Dr. Laura Carlson who will join the university to serve as provost in early June.

Dr. Assanis reviewed the work over the past year to renew the strategic plan for the university and highlighted the emphasis on access and student success. Currently approximately 70% of students who apply are admitted, and while not as selective as some of our peers, the university experiences a four-year graduation rate that is among the top ten in the country. The university has also expanded access since 2016 through additional financial aid investments to students. The First State Program will provide additional financial support to Delawareans with family incomes under \$75,000 who come to the university. The Associate in Arts Program will also be expanded to offer additional pathways to resident students.

To support the student experience, a student success council has been created and Dr. Assanis noted the aim to increase the graduation rate over the near term. Plans are underway to open an intercultural engagement center in Perkins Student Center in early 2023.

Dr. Assanis reviewed plans to celebrate the Class of 2022 and highlighted President Biden's return to Newark to be the commencement speaker. This will be the first time a sitting president delivers the commencement address at the university.

Dr. Assanis recognized student successes, including Goldwater Scholars and the Warner and Taylor Award students. Further, Dr. Assanis highlighted student-athlete successes and recognition of faculty accomplishments.

The Class of 2026 is shaping up to be a strong class based on current admissions data. The university received record applications and is expecting a class between 4,500-4,650 students, compared to the target of 4,250 students. Graduate programs similarly experienced a growth in applications, admissions and yield. Moving into the future the administration is reviewing what the future of the campus will entail as we exit the pandemic. Dr. Assanis specifically reviewed progress in faculty hiring and growth in faculty diversity.

Next, Dr. Assanis reviewed the history of the STAR Campus since it was acquired and the untapped potential for the future. Progress continues not only on this campus but also on the rest of the campus, including demolition of McKinly Laboratory to build a new interdisciplinary science building. Dr. Assanis recognized the generous support of the State of Delaware for this project.

In closing, Dr. Assanis reviewed progress on the comprehensive capital campaign and highlighted the transformational impact of the campaign to date, including new professorships, fellowships and scholarship.

#### TRUSTEE/FACULTY COMMITTEE ON HONORARY DEGREES AND AWARDS:

Ms. Norris presented the report of the Committee's meeting of April 11, 2022. Highlights included:

- Approval of the honorary degree class of 2022;
- A review of plans for Commencement and Convocations for the Class of 2022; and
- A review of future honorees, including a call to the community to submit their nominations.

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

#### TRUSTEE COMMITTEE ON STUDENT LIFE & ATHLETICS:

Mr. Spartin reported on the Committee's meeting of April 11, 2022. Highlights included:

- An update from Dr. Assanis on the spring semester and student success initiatives;
- Updates from Dr. Riera and the introduction of Dr. Stephanie Chang;
- A presentation from Ms. Rawak on the success of our student athletes; and
- Remarks from the Student-Athlete Advisory Committee, Student Government Association and Graduate Student Government.

Mr. Spartin next recognized Ms. Rawak for her contributions to the success of athletics at the university since her arrival and invited her to provide an update to the Board. Ms. Rawak reviewed both the on-field and academic successes of student athletes and provided examples to illustrate the growth of the programs over the last several years. Mr. Spartin noted there were no resolutions on the agenda for the Committee's approval.

#### TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of April 12, 2022.

Highlights included:

- An update from Dr. Assanis;
- A presentation from Dr. Morgan, who was recognized and thanked for her service as provost;
- A discussion of applications for the class of 2026;
- Review of admissions trends and discussion of how to address concerning decreases in enrollment;
- A presentation from Dr. Riordan on the growth of sponsored research during his tenure; and
- An update on the review of faculty satisfaction data as measured through the COACHE survey.

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

#### TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Ms. Kelly presented the report of the Committee's meeting of April 12, 2022. Highlights included:

- A conversation around higher education rankings, and its impact on the work of the university;
- A report from the Office of Communications and Marketing, including a review of work with internal and external constituents as it relates to brand awareness;
- A report and update from the Office of Development and Alumni Relations, including a presentation on campaign finance accounting best practices and goals once the campaign goal is met;
- A report on local, state, and federal government relations, including successful appropriations requests; and
- A recognition of donors to the University.

Ms. Kelly noted one resolution contained in the Consent Agenda.

#### TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of April 13, 2022.

Highlights included:

- An update from Dr. Assanis;
- A review of progress on several projects still under negotiation;
- An update on the demolition of McKinly Laboratory and plans to construct its replacement; and
- A review and recommendation to approve the laboratory space fit out in Drake Laboratory.

Mr. Borel noted the resolutions considered by the Committee for Board approval.

#### TRUSTEE COMMITTEE ON FINANCE:

Mr. Sannini reported on the Committee's meeting of April 14, 2022.

Highlights included:

- A review of endowment performance, noting the endowment continues to enjoy stronger than benchmark returns while assuming less risk than peers;
- A review of the university's rating by Standard & Poor's;
- A review of budget performance for fiscal year 2022 and a discussion of fiscal year 2023 budget projections;
- A review of liquidity;
- Proposals for changes to tuition and fees; and
- Approval of the endowment payout rate.

Mr. Sannini noted the resolutions contained in the Consent Agenda for Board approval.

#### NOMINATING COMMITTEE:

Mr. Murphy opened the presentation of the meeting of the Nominating Committee and noted the proposal for the Slate of Officers for 2022-2023.

Mr. Cochran then continued the report of the Nominating Committee, asking the officer candidates to be excused for the presentation and vote.

Mr. Cochran presented the following Slate of Officers for 2022-2023:

- Terri L. Kelly, Chair
- Terence M. Murphy, Vice Chair
- William M. Lafferty, Vice Chair
- Kathleen V. Hawkins, Secretary/Treasurer

On a motion made and seconded, the officers were elected unanimously, and were greeted with applause by those assembled. Mr. Cochran noted for the record that Ms. Kelly will serve as the first chairwoman of the Board.

#### EXECUTIVE COMMITTEE:

Mr. Cochran reported that the Executive Committee met on May 6, 2022. 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.

ADJOURNMENT:

With no further business, the meeting was adjourned at 4:25 p.m.

Respectfully submitted:

Beth G. Brand  
Vice President and University Secretary

**APPENDIX A**

<b>RESOLUTIONS</b>			
<b>July 1 to December 31, 2021</b>			
<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
Unidel Foundation, Inc. (FP)	\$ 12,812,524.00	Agriculture and Natural Resources; Arts and Sciences; Athletics; Education and Human Development; Engineering; Morris Library; University Wide	Human Resources for Obtaining Larger-Scale Grants; Agrivoltaics - Sustainability in Energy and Agriculture; Physical Properties Measurement System in Quantum Materials; Reducing Injury and Improving Performance: The Impact of GPS Wearables and Force Plate Data; Diversifying the Teacher Workforce: UD Teacher Pipeline Project; Rapid Autonomous Sensing Deployment for Blue Economy Applications; Rapid Autonomous Sensing Deployment for Blue Economy Applications; UD Artificial Intelligence Center of Excellence; African American Primary Documents and Streaming Video; Increase the Quality and Impact of UD Doctoral Programs; Eugene du Pont Memorial Distinguished Scholars; Transforming Introductory Courses to Enhance Student Success; Increasing Student Success in the Associate in Arts

<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
Unidel Foundation, Inc. (FP) <i>Cont'd.</i>			Program; The Career Access and Mobility Initiative: Improving Post-Graduate Success
Dr. Daniel L. Chester (RF)	\$ 4,250,000.00	Engineering; University wide	Daniel L. Chester Department Chair Discretionary Fund in Computer and Information Sciences; Daniel L. Chester Mid-Career Professorship in Computer and Information Sciences; Daniel L. Chester Graduate Fellowship in Computer and Information Sciences; Daniel L. Chester Esports Student Support Fund
Mrs. Constance A. Helwig ('73/BE) and Mr. David R. Helwig ('73/EG)	\$ 2,000,000.00	Engineering	Institute of Engineering Driven Health
H. Fletcher Brown Trust (TC)	\$ 1,414,960.16	University wide	H. Fletcher Brown Trust
Dr. Francis J. Eastburn ('60/EG)	\$ 1,200,000.00	Engineering	Eastburn Scholarship in Engineering
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 1,200,000.00	Arts and Sciences; Athletics, Business and Economics; Health Sciences	Chorale; Opera Program; Resident Ensemble Players; Blue and Gold Fund; James B. O'Neill CEEE Faculty and Staff Support Fund; Department of Finance; Maggie E. Neumann Health Sciences Research Fund

<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
David Bohnett Foundation (FP)	\$ 1,000,000.00	University wide	Biden Hall
Ms. Diana Foster-Jones (FR) and Mr. Thomas H. Jones (FR)	\$ 825,000.00	Agriculture and Natural Resources	Dorothy Foster Penn/Delaware Graduate Support Fund; Dorothy Foster Undergraduate Garden Internship; Dorothy Foster Garden Assistantship
Mr. Terry F. Neimeyer ('77/EG) and Mrs. Mary L. Neimeyer ('77/BE)	\$ 750,000.00	Engineering	Terry F. Neimeyer Scholarship
Paul H. Schipper, Ph.D. ('73/EG) and Denise Bruner Schipper, M.D. (FR)	\$ 750,000.00	Engineering	Schipper Graduate Endowed Fellowship
Ms. Monona Rossol (FR)	\$ 600,000.00	Arts and Sciences	A.C.T.S. Health and Safety Seminar Fund in Art Conservation
Mrs. Terri L. Kelly ('83/EG) and Mr. John B. Kelly ('83/BE)	\$ 517,420.00	Engineering	Design Studio in Mechanical Engineering
Anonymous Alum (AA)	\$ 500,000.00	Athletics; Business and Economics	Women's Basketball Support Fund; Economics and Demography Support Fund
Stephen F. Esser, Ph.D. ('85/BE) and Ms. Dana L. Dortone (FR)	\$ 401,586.90	Business and Economics	Donald J. Puglisi Professor of Finance
Delaware Community Foundation (FP)	\$ 293,559.33	Health Sciences	Partnership for Healthy Communities

<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
Merck Sharp & Dohme (CP)	\$ 289,984.00	University wide	Biopharmaceutical Innovation Program
Edward C. Davis Trust (TC)	\$ 280,124.74	Engineering	Edward C. Davis Trust
DuPont Specialty Products USA, LLC (CP)	\$ 250,000.00	Engineering	Multi-Scale Modeling/ Experimental Characterization of Adhesion in Microelectronics Applications
LMTW Harmony Foundation of San Diego (FP) [Jengyuan Jimmy Hwang, Ph.D. ('82/AS)]	\$ 250,000.00	Arts and Sciences	Professor Kenneth W. and Susanne L. Eckhardt Sociology Scholarship; Professor Arthur E. Hoerl Mathematics Scholarship
DE Council on Economic Education (OO)	\$ 250,000.00	Business and Economics	James B. O'Neill Director of the Center for Economic Education and Entrepreneurship
Robert L. Siegfried, Jr., C.P.A. ('81/BE) and Mrs. Kathleen M. Siegfried ('85/AS)	\$ 250,000.00	Business and Economics	James B. O'Neill Director of the Center for Economic Education and Entrepreneurship
Ms. Dorothy M. Hurt (FR)	\$ 238,730.00	Morris Library	University Library for the Special Collections Department
Thomas K. Gaisser, Ph.D. (XF)	\$ 238,000.00	Arts and Sciences; Morris Library	Bartol Research Institute Research Scholar Support Fund; University Library for the Special Collections Department
Mrs. Sandra L. Burgoon (FR)	\$ 202,634.34	Business and Economics; Engineering	Sandra L. Burgoon and Jules J. Schwartz Business and Economics and Mechanical Engineering Scholarships

<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
Kingstar Technology, Inc. (CP)	\$ 195,000.00	Engineering	Robot Perception and Navigation Group
Susan L. Best, PE ('76/EG) and Francis S. Talarowski, Jr., Ph.D. ('75/AS)	\$ 180,000.00	Business and Economics; Engineering	Susan L. Best, PE Fund for Technical and Professional Engineering Societies
ACRES Capital, LLC (CP)	\$ 150,000.00	Business and Economics	Real Estate Minor Fund
Mr. Robert W. Smith ('84/BE) and Mrs. Teresa O. Smith ('83/EHD) [T. Rowe Price Program for Charitable Giving, Inc. (OO)]	\$ 136,000.00	Education and Human Development	Teachers of Tomorrow
Mr. Robert V. Donato III ('88/AS)	\$ 125,000.00	Athletics	Football Program; Men's Basketball Excellence Fund; Robert V. Donato Golf Scholarship
Anonymous Alum (AA)	\$ 120,000.00	Agriculture and Natural Resources	Dr. Doug Tallamy's Research Support Fund
Mr. Vesselin V. Bakalov ('99/EG) and Mrs. Tanya T. Bakalov ('04/BE)	\$ 100,000.00	Business and Economics	Venture Development Center Proof of Concept Launch Fund
Discover Financial Services, Inc. (CP)	\$ 100,000.00	University wide	Small Business Development Center FY22
Ms. Donna M. Fontana ('85/BE) [Fidelity Charitable Gift Fund (OO)]	\$ 100,000.00	Business and Economics	ASCEND Program in Women's Leadership
Mrs. Myra C. Ferguson ('66/AS)	\$ 100,000.00	Engineering	Allan and Myra Ferguson Distinguished Professor of Chemical

<b>Whereas the following donors;</b>	<b>Have generously given the amount of;</b>	<b>To the benefit of the following school or unit;</b>	<b>Whereas the gift shall be allocated as follows;</b>
Mrs. Myra C. Ferguson ('66/AS) <i>Cont'd.</i>			and Biomolecular Engineering
Richard S. Kahlbaugh, Esq. ('84/AS) and Pamela Jeanne Wolfe Kahlbaugh, Esq. (FR)	\$ 100,000.00	Business and Economics	Venture Development Center Proof of Concept Launch Fund
Mrs. Carolyn C. Kent ('66/AS)	\$ 100,000.00	Arts and Sciences	Carolyn Kent Gift Annuity
William M. Lafferty, Esq. ('85/BE) and Mrs. Melissa G. Lafferty (FR)	\$ 100,000.00	Athletics; University wide	Men's Basketball Excellence Fund; Wellbeing Support for Student-Athletes
Dr. Edward A. Nickerson (RF)	\$ 100,000.00	Arts and Sciences	E. A. Nickerson Lecture in Journalism
Ms. Anne E. Rosenberger ('64/AS)	\$ 100,000.00	Agriculture and Natural Resources	Anne E. Rosenberger '64 Internship Fund
The MacCready Foundation (FF)	\$ 100,000.00	Arts and Sciences	MacCready Foundation – Attachment and Biobehavioral Catch-up Dissemination
Ms. Jacqueline Winn-O'Neill ('01/AS) and Dr. James B. O'Neill (RF)	\$ 100,000.00	Athletics	James H. O'Neill Memorial Men's Basketball Scholarship

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

## APPENDIX B

### A. FACULTY PERSONNEL ACTIONS

#### 1. Named Professorships

The following individuals are recommended for named professorships:

<b>Name</b>	<b>Title and Department</b>
Wunyabari Maloba	Edward L. Ratledge Professor of Africana Studies and History Department of Africana Studies
Cristina Archer	Unidel Howard Cosgrove Career Development Chair in Environment Department of Geography and Spatial Sciences
Monica Coleman	John and Patricia Cochran Scholar Department of Africana Studies

## 2. Promotions and Tenure

The following individuals are recommended for promotion from Associate Professor to Professor, effective September 1, 2022. All were previously granted tenure.

<b>Name</b>	<b>Department</b>
Benham Abasht	Animal & Food Sciences
Monica Dominguez Torres	Art History
Freda Patterson	Behavioral Health & Nutrition
Elizabeth Orsega-Smith	Behavioral Health & Nutrition
Iva Obrusnikova	Behavioral Health & Nutrition
April Kloxin	Chemical & Biomolecular Engineering
Sharon Rozovsky	Chemistry & Biochemistry
Amanda Van Horne	Communication Sciences & Disorders
Jessica Warren	Earth Sciences
Hui Fang	Electrical & Computer Engineering
Jeffrey Buler	Entomology & Wildlife Ecology
Dana Veron	Geography & Spatial Sciences
Shannon Lennon	Kinesiology & Applied Physiology
Arild Hestvik	Linguistics & Cognitive Science
David Burris	Mechanical Engineering
Karin Grävare Silbernagel	Physical Therapy
Harsh Bais	Plant & Soil Sciences
Daniel Smith	Public Policy and Administration
Tobias Kukulka	School of Marine Science & Policy
Yasser Payne	Sociology

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2022.

<b>Name</b>	<b>Department</b>
Edgar Small (awarded posthumously)	Civil & Environmental Engineering
Elizabeth Soslau	School of Education
Sharon Dudley-Brown	School of Nursing

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2022.

<b>Name</b>	<b>Department</b>
Amy Biddle	Animal & Food Sciences
Georgina Ramsay	Anthropology
Maik Kecinski	Applied Economics & Statistics
Brian Baade	Art Conservation
Carly Pacanowski	Behavioral Health & Nutrition
Je Kyeom Kim	Behavioral Health & Nutrition
Curtis Johnson	Biomedical Engineering
Fabrizio Sergi	Biomedical Engineering
Eric Bloch	Chemistry & Biochemistry
Jovan Tatar	Civil & Environmental Engineering
Morgan Ellithorpe	Communication
Matthew Cohen	Communication Sciences & Disorders
Frances Sayako Earle	Communication Sciences & Disorders
Lena Mashayekhy	Computer & Information Sciences
Sabrin Beg	Economics
Chisa Hutchinson	English
Matthias Fleckenstein	Finance
Jaipreet Viridi	History
Mona Batish	Medical & Molecular Sciences
Daniel Koltanski	Philosophy
Federica Bianco	Physics & Astronomy
Frank Schroeder	Physics & Astronomy
Jennifer Kubota	Psychological & Brain Sciences
Peter Mende-Siedlecki	Psychological & Brain Sciences
Gregory Dobler	Public Policy & Administration
Erica Litke	School of Education
Teomara Rutherford	School of Education
Xinfeng Liang	School of Marine Science & Policy
Carlos Moffat	School of Marine Science & Policy
Sarah DeYoung	Sociology
Mieke Eeckhaut	Sociology

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2022.

<b>Name</b>	<b>Department</b>
Jonathan Cox	Art & Design
Vickie Fedele	Associate in Arts Program
Christine Grogan	Associate in Arts Program
David Satran	Associate in Arts Program
Tracey Holden	Communication
James Ancona	School of Music
Eric Greska	Kinesiology & Applied Physiology

## **B. ACADEMIC ACTIONS REPORT**

This report informs the Academic Affairs Committee of faculty emeriti appointments and of resolutions approved by the University Faculty Senate that do not require action by the Academic Affairs Committee.

### **1. Faculty Emeriti**

The following individuals have received emeritus status as of March 31, 2022.

<b>Name</b>	<b>Title</b>	<b>Department</b>
Peter Williams (posthumous)	Professor Emeritus	Art and Design
Aquiles Iglesias	Unidel Katherine Esterly Chair Emeritus of Health Sciences	Communication Sciences and Disorders
Brian Hanson	Professor Emeritus	Geography and Spatial Sciences
Guy Alchon	Professor Emeritus	History
William Rose	Associate Professor Emeritus	Kinesiology and Applied Physiology
Paula Klemm	Professor Emerita	School of Nursing
Carole Polek	Associate Professor Emerita	School of Nursing





# Board of Trustees Annual Retreat - Day 1

## DRAFT Minutes

University of Delaware

Oct 6, 2022 at 8:00 AM EDT

@ Audion in STAR Tower; 100 Discovery Boulevard, Newark, DE 19716

### **Attendance**

#### **Members Present:**

Carol Ammon, Dennis Assanis, John Cochran, Joan Coker, Beth Cooper, Claire DeMatteis, William DiMondi, Michael Geltzeiler, Kathleen Hawkins, Terri Kelly, William Lafferty, Nisha Lodhavia, Guy Marcozzi, Terence Murphy, Debra Norris, Claudia Peña Porretti, Donald Puglisi, Edmond Sannini, Sean Wang

#### **Members Present (Remote):**

Christopher Baker

#### **Members Absent:**

Jim Borel, Shawn Brittingham, Allison Castellanos, James Correll, Donna Fontana, Robert Rider Jr., John Paradee, David Spartin, Kenneth Whitney, Freeman Williams

### **Meeting Sessions:**

Chair Kelly called the meeting to order at 8:39 a.m. and welcomed all in attendance. The meeting included the following presentations:

- A report on the findings of a recent board self-assessment presented by Chair Kelly.
- Presentations from President Dennis Assanis and Provost Laura Carlson on the state of the University and strategic plans for the upcoming academic year.
- A report on trends in enrollment management from Vice President Rodney Morrison and external consultants from Ruffalo Noel Levitz.
- A panel presentation facilitated by Vice President Fatimah Conley on the topic of board oversight of diversity, equity & inclusion.

### **Adjourn:**

Chair Kelly adjourned the business meeting at 3:08 p.m.



# Board of Trustees Annual Retreat - Day 2

## DRAFT Minutes

University of Delaware

Oct 7, 2022 at 8:00 AM EDT

@ Audion in STAR Tower; 100 Discovery Boulevard, Newark, DE 19716

### Attendance

#### Members Present:

Carol Ammon, Shawn Brittingham, Joan Coker, Claire DeMatteis, Michael Geltzeiler, Kathleen Hawkins, Terri Kelly, William Lafferty, Nisha Lodhavia, Guy Marcozzi, Debra Norris, Claudia Peña Porretti, Donald Puglisi, Sean Wang

#### Members Present (Remote):

Christopher Baker, Terence Murphy

#### Members Absent:

Dennis Assanis, Jim Borel, Allison Castellanos, John Cochran, Beth Cooper, James Correll, William DiMondi, Donna Fontana, Robert Rider Jr., John Paradee, Edmond Sannini, David Spartin, Kenneth Whitney, Freeman Williams

#### Meeting Sessions:

Chair Kelly opened the meeting at 9:00 a.m. and welcomed the groups in attendance.

The meeting included the following presentations:

- A panel of student leaders moderated by Dr. José-Luis Riera.
- A presentation from members of the Executive Committee of the Faculty Senate led by Senate President Nancy Getchell.
- A panel presentation highlighting examples of the university's expansion of interdisciplinary and global opportunities, moderated by Dr. Matthew Kinservik.

#### Adjourn:

Chair Kelly adjourned the business meeting at 12:04 p.m.



# Public Affairs & Advancement Committee Minutes

University of Delaware

Nov 2, 2022 at 1:30 PM EDT

@ 130 Hullihen Hall, Board Room

## Attendance

### Members Present:

Claire DeMatteis, Terri Kelly, Guy Marcozzi, Debra Norris, Sean Wang

### Members Present (Remote):

William DiMondi

### Members Absent:

Dennis Assanis

### Guests Present:

Angela Anderson, Melissa Bard, Jennifer Becnel-Guzzo, Malique Bowen, Beth Brand, Laura Carlson, Jim Dicker, Chelsia Douglas, Vickie Fedele, Daniel Freeman, Tori Glover, Julia Hatoum, Kate Long, Caitlin Olsen, Evan Park, Mary Remmler, Rhett Ruggerio, Brent Schrader, Tracy Shickel, Albert Shields, Chris Williams

### Guests Present (Remote):

Fatimah Conley, Julius Korley

### Guests Absent:

John Long, Chrissi Rawak, José-Luis Riera

## I. Call to Meeting

Ms. DeMatteis called the meeting to order at approximately 1:32 p.m. and welcomed all in attendance. Ms. DeMatteis welcomed new staff members in attendance to introduce themselves. Mr. Shields provided a preliminary update about a recent meeting on campus with Governor Carney and Representative Baumbach. That visit included interactions with campus students as well as tours of some of the University's laboratory spaces.

## II. Approval of Minutes

### Motion:

To approve the minutes of April 12, 2022 as presented.

Motion moved by Debra Norris and motion seconded by Sean Wang. Approved as presented.

### III. Report of the President

Dr. Assanis provided an update to the Committee and began with the announcement of the largest first-year class in the history of the university. In recent years, the growth in off-campus housing has increased significantly. Over the last couple of months, we celebrated ten years of the Horn Program in entrepreneurship, and we have Dr. Freeman with us for today's meeting. A few years ago, we conducted research on what the university was known for and the Horn Program was among the top items even with it being a newer program.

As part of the strategic planning effort, we endeavor to rethink creativity and entrepreneurship at the university to elevate our work in that area. Through internal review and external benchmarking we began efforts to improve. We've identified an opportunity to better capture technology transfer and monetization of those efforts and the work of the OEIP. Dr. Assanis highlighted the Delaware Innovation Space, which is an initiative in partnership with DuPont. He mentioned a handful of university-related initiatives that are utilizing the DIS. He noted the importance of bringing our internal work outside and working with external communities within the university. Dr. Assanis noted that Dr. Korley, Ms. Shickel and Mr. Shields are working together to expand these opportunities. He noted that Dr. Korley will provide additional details.

Dr. Assanis noted that the latest economic impact study is forthcoming and he provided a high-level summary of the information that will be presented in that report. He spoke to the recent visit with the Governor which included tours of engineering facilities and engagement with both undergraduate and graduate students both at Colburn Laboratory and the Harker Interdisciplinary Science and Engineering Laboratory.

Dr. Assanis shared the recent success regarding our hydrogen efforts and the decision to use the recently acquired Fraunhofer building to install the new hydrogen project. The ribbon cutting was well-attended and well-received and there are efforts underway to try to secure funding for electrolysis.

Dr. Assanis spoke to his president's student advisory council, which is a new body of sixteen students which was interviewed and selected by members of the administration. The group has met twice, and he welcomed the participants of the group at the meeting to speak to the work of the Council. Ms. Douglas noted the overlap that much of the

conversations that the group is having were already raised in this meeting. There is a need for graduate student housing, and many graduate students are struggling with access and affordability to these spaces. Ms. Glover added that the group was able to weigh in with the external consultants leading the student experience master plan, with an emphasis on increasing student enthusiasm around student centers and hours for the library and housing. Ms. DeMatteis asked whether additional pride means improvements, and Ms. Glover spoke to both improvements and possible additional student centers. Dr. Assanis added that students are involved in a self-study around the student-experience master plan, which is inclusive of student housing, but encompasses more than that. Dr. Riera noted it includes housing, evaluation of where student support services exist and looking at outdoor recreational space. Dr. Assanis agreed that the administration will continue to dream about the facilities of the future while also addressing improvements for the students who are currently on campus. In effort to do that, we are exploring opportunities to repurpose existing spaces for more of these convening opportunities.

Dr. Assanis spoke to plans to improve the spaces in the library and to envision the future of Hullahen Hall. The building should be a space that encompasses more than just student conduct, and the future Hullahen Hall could be mainly student-facing and also include the offices of the president and provost. In its original purpose, the building was an academic building for classrooms and has moved away from that space. The building will be reimagined to perhaps house graduate/honors college, advising, and other similar projects.

Dr. Assanis spoke to the implementation of an office of sustainability, and the office is being stood up with the right structure and resources. The administration is looking to appoint leaders that will support the work and have the support of the campus community. He shared his optimism that the office might be staffed and open early in the next calendar year.

Dr. Assanis noted President Biden's recent visit to southern Delaware to speak to the student debt forgiveness plan, and he invited the members of the student advisory council to attend.

Dr. Assanis reviewed some recent events, including the recent event where Mr. Cochran received an award from the Pete du Pont Freedom Foundation, and yesterday Ms. Kelly participated in a fireside chat for the Chaplin Tyler lecture. Dr. Assanis spoke to an event for women of power and purpose, coordinated with Mrs. Assanis and the Biden School.

He reviewed several other events that took place recently where the university was engaged, including a recent mural celebration in Philadelphia. Ms. Kelly also recognized Ms. Valencia recently spoke.

Mr. Bowen thanked Dr. Assanis for his updates and asked whether the changes are aligned with the Okanagan Charter. Dr. Assanis noted we signed the Charter and explained the purpose of the charter to promote health and wellness on college campuses.

#### IV. Southern Delaware Visiting Committee Report

Ms. DeMatteis thanked Mr. Marcozzi for his willingness to provide a report on the work of the Committee. Mr. Marcozzi noted that there have been ongoing efforts to raise awareness in southern Delaware, started with Mr. Burton, now chaired by Ms. Castellanos. These efforts have resulted in a recent meeting in southern Delaware at the Lewes campus, and Dr. Assanis' enthusiasm and potential futures for the area were well received.

Mr. Marcozzi reviewed the presentation of the work on the Lewes campus and ongoing master planning efforts to consider how to increase and improve the use of that plant. There are opportunities to expand in the areas of climate change, hotel and restaurant management and healthcare education. The Committee also received presentations on the work of the College to interact with and support the K12 landscape and the support of the OLLI group. Mr. Marcozzi also thanked Mr. Carter for a presentation on the perception of the university in southern Delaware and a conversation around areas for improvement and how to best prioritize those efforts given the realities of resources. Mr. Marcozzi noted that the Committee plans to hold its next meeting in December in Kent County.

Mr. Bowen noted that he is a graduate student who works at the Lewes Campus. The student community is interested in engaging with the Committee when it is holding meetings on additional campuses. Ms. Glover noted that there are undergraduate student government representatives who would like to be in that area.

Dr. Fedele noted the Georgetown and Dover campuses, and the contemplation of the future of the Associate of Arts Program. Mr. Marcozzi noted that it did come up, and he could likely spend the entire meeting time discussing all of the topics that were explored. He added some of the potential initiatives, including the contemplation of the

future and decoupling from DTCC and supporting the program into the future. There seems to be excitement around supporting the future of the program.

Ms. Remmler added that the program is a strategic priority, and the administration is looking to define pathways that lead to a four-year degree and create the right type of brand awareness so it's clearly a piece of the University of Delaware brand more broadly. She shared her excitement around the future of the program.

Ms. Kelly added the desire to make sure that the AAP is an equally valued way to join the UD community versus something lesser than.

## V. Senior Leadership Updates

### A. Development and Alumni Relations

Mr. Dicker provided a review of the progress of the campaign, currently at \$978,250. There's a nice runway to meet the goal by the June 30, 2023 deadline. The team is working on a strategic plan for the division of alumni relations and that process has stakeholders including Ms. Norris as a trustee representative. The plan will be completed in early 2023 and he shared the importance of sharing that plan with the committee once it is complete.

### B. Office of Communications and Marketing

Ms. DeMatties presented on behalf of Mr. Carter and reviewed the findings of the incident report review. The university also recently launched a university-wide phone application which provides supports to students. The students shared their level of engagement with the community.

Ms. DeMatties provided a review of UD's impact, including an economic development report that is forthcoming. Ms. Remmler noted that the report is slated to be shared with the trustees and then the broader university community in the coming days. Ms. Kelly shared her impression that the administration is aiming to be more intentional with distributing these materials and the impact of the University with the broader public. Ms. Remmler agreed and shared that there will be additional materials created to help communicate key results from the economic development report.

### C. Innovation and Entrepreneurship

Dr. Korley provided a brief introduction of himself and the plans for the future of the office. Dr. Korley noted his time reviewing the work of the University in this space and the opportunity to align efforts with the OEIP and move beyond to embed experts to help pull technology from the Colleges.

Dr. Korley reviewed the staffing of the OEIP as it is currently composed. We endeavor to grow the technology transfer portion of the office's work. Moving forward, we could maintain our course or make investments to expand the impact of the commercialization of the office. He presented a vision of a new fully-staffed structure for the OEIP. This structure is informed by benchmarking of peer and aspirant peer institutions. With the introduction of Ms. Shickel and Mr. Shields, there is an opportunity to make progress in this space.

Dr. Korley reviewed the critical ingredients for economic strength and impact, including rewarding technology and innovation as a part of the promotion and tenure process, increased state and federal government engagement, and more.

Dr. Korley provided an overview of the work of the Horn Program, Government Relations, Corporate Engagement and OEIP to drive results in economic development, technology transfer and economic impact. These efforts will also increase our ability to tell the story about our work to state and federal officials.

Dr. Wang asked whether this is primarily for discussion at this stage, or whether planning and budget have been determined. Dr. Korley noted the plan has been developed for presentation to Dr. Assanis and university leadership, informed by external benchmarking and work within our organization. He noted an example in terms of working with legal counsel for intellectual property assistance and at present the university works with a single external firm and moving forward the office would like to work with the right external counsel for the particular effort. Dr. Korley noted the work of economic development, technology transfer and development experts to support the work of faculty.

Dr. Wang thanked Dr. Korley for his presentation and noted he has been engaged with Ms. Shickel on this topic and he described the process as comprehensive and conducting internal and external benchmarking. He expressed interest in engaging in this process. Looking at the materials presented, the OEIP is just one component of the process and he noted the role of Ms. Shickel and the improvements that the Horn Program has made

over recent years. Dr. Wang asked about the organization considerations to optimize the infrastructure to support these efforts.

Dr. Assanis noted that there is an ongoing search for the Vice President of research, innovation and scholarship and while we work on that search, we wish for this work to report up through that role. Dr. Assanis noted how important this work is and his commitment to meeting over the course of the year to work with the leads of these four systems, at the minimum a quarterly update, to make progress.

Ms. DeMatteis reacted that the plan feels much more like a synthesized plan versus what had been previously sporadic and less aligned. Ms. Kelly noted it would be helpful for the Committee to discuss this again in the future.

#### D. Federal Relations

Ms. Anderson spoke to the fiscal year 2023 appropriations, and highlighted that these figures have not changed since the last presentation to the Committee. She noted that voting is taking place in the coming days, and there will be more to report after those events.

Ms. Anderson reviewed recent visits with congressional delegates, including the NIST Director visit to NIIMBL, UD in DC Day, Hydrogen Ribbon Cutting and Senate/House Agriculture Staff visit on November 1st. These events have resulted in a good amount of press as well as making positive communications with elected officials. She shared her optimism for the future of the hydrogen center and future funding opportunities. Ms. Kelly asked about the partnerships with others for the hydrogen initiatives, and Ms. Anderson responded that the state is working on applying for a hub in coordination with Philadelphia and New Jersey, as well as other regional teams. There is a pending application for electrolysis, and we would be the leader on that application, which would be a recipient of funding from a pool of \$1B.

Ms. Anderson reviewed what the team is looking to review moving forward beyond the present election and some high level topics that may be on the docket for the future congress.

#### E. State and Local Government Relations

Mr. Ruggiero noted the upcoming election and reviewed the statewide election docket. Mr. Ruggiero noted that he is not expecting any upsets in these races. Mr. Ruggiero noted the races to watch within the state, both for statewide officers and the state senate. There is not expected to be large shifts within the House or Senate in the state, and many incumbents lost their seats to more progressive candidates in the primary. There are many progressive issues that might come forward during this legislative session. He noted the supermajority in the Senate and the House of Representatives.

Mr. Ruggiero noted that in the house, even with the races to watch there is not an expectation that there will be a large shift in the House. Ms. DeMatteis noted that there may not still be a super majority in the House.

Mr. Ruggiero moved to a discussion of leadership within these two bodies and there is an anticipation that there is not yet a clear understanding of what leadership will look like in either house. Sources indicate that current leadership may be challenged. Those leadership roles have a large impact of the work of the legislature and we are monitoring those developments closely. Mr. Ruggiero noted the uncontested democratic candidates across the House and Senate.

Following next week's election, we'll no longer see so many political ads, but we will start to see posturing for the governorship of Delaware. The advertising and media will push in that direction. We will also see developments around the future leadership in the state House and Senate. Once that is determined, we'll start to get a sense of what the main legislative issues will be the focus for the legislative session, including legalization of marijuana, police reform and more.

Ms. Norris thanked Mr. Ruggiero and asked about the connectedness to the University. Mr. Park added that he has reached out to all candidates in the space, and many are reluctant to speak to him at this point but interested in connecting. Most have been friendly to the University and we continue to make strides with our relationships with elected officials. Beyond the election, we will learn more about priorities and how we best align with those elected officials efforts. Mr. Ruggiero clarified that we've shifted from defending ourselves on issues to a posture of working together with elected officials to share information or partner on collaborative projects. Mr. Marcozzi congratulated the team for their progress with elected officials and noted the improvement in the relationship with the elected officials.

Mr. Park spoke to the fiscal year 2024 funding requests. We will present to the office of management and budget on November 14. One priority is the Delaware Promise program which would be a scholarship program that is dedicated to supporting Delawareans who enroll at the University with household income under \$75,000. We've worked diligently over the years to increase funding for this initiative. We are also engaging in a partnership with Delaware State University for a dual degree program in engineering. He described the capital ask at \$30M to invest in deferred maintenance, additional funding over the next four years for NIIMBL, and continued and increased funding for several research programs (page 76). There have been some early successes for a few of these initiatives. Dr. Assanis acknowledged that the university is also working to increase its strategic communication with the other institutions within the state so our asks are aligned and more likely to be successful as a sector. He spoke to the partnership with Tony Allen for DSU partnership.

Mr. Park next spoke to a preview of funding requests to come, including the SABRE project and an engineering hub. These projects will be impacted by the reality that the state will have a new governor and administration in two years and working towards the short and long-term success.

Ms. Glover asked for more information about the engineering hub, as there is undergraduate interest, and Mr. Park agreed to meet after this meeting to discuss further.

Dr. Wang noted that there's a perception that funding is going down, and Mr. Park acknowledged that the state has increased funding each year at a percentage gross, but Ms. Remmler noted that as a percentage of operating budget that has stayed relatively flat at approximately 12-13% of our operating budget. While some increases have been very large in terms of a percentage increase but relatively small numbers.

Mr. Shields spoke further to the state budget. A vast majority of the governor's recommended budget is accepted by the OMB, which is why working proactively now to make sure priorities are included in the initial ask from the governor's ask. The governor prefers to have the budget done by the end of the calendar year, and the team is working with the relevant parties in the state government to help prioritize and emphasize the impact of the requests we are asking from the state. Mr. Shields next spoke to efforts to identify and interact with strategic partners in the business community. He shared one example of a recent meeting and the alignment around life

science and business technology. Mr. Shields noted the positive impact of bringing people to campus and the impact of being on campus with us.

Ms. Olsen opened her presentation with an update on the relationship with the City of Newark. Each week, they allow for university students an opportunity to speak, including an undergraduate and graduate representative. One of the priorities from those conversations is housing. While the city has been approving a number of private housing projects, there are perennial challenges like the competitiveness of housing on campus and how the cycle challenges graduate students who would have to sign a lease prior to being accepted to the university in the current environment. Many are working together to review this challenge and think about new ways to support housing for these communities. Undergraduate student safety is also a concern for the current mayor, and the mayor and Ms. Olsen have been working together to try to work with landlords and the community to ensure their rental housing is safe and accessible. She shared a recent meeting where Mr. Cantley was invited to speak to the council about the work of the dean of students' office and the impact of understanding the support services that exist at the university in support of students. Future initiatives to inform and make connections will continue. She further noted ongoing conversations with other local community engagements.

Ms. DeMatteis asked about the status of the Goodstay Center, and while OLLI is in that space there are not a lot of additional university uses in the space. Mr. Ruggiero and the team continue to monitor that situation. Some elected officials have asked for additional investments in the space and those conversations have moved toward other opportunities where there may be available state funding to support the space. We are making progress. Ms. Norris asked if there's any opportunity for CHAD to help with the planning for the space, and Mr. Ruggiero stated that it could be an opportunity for future partnership.

Ms. Olsen moved to bike to work day and week which took place last spring and shared that there are partnerships with local businesses and it allows us to learn from those individuals about the safety of bike routes coming to campus. Our elected officials also participate. She spoke to the YoU Don't Need It program which allows students to drop off furniture and other items that they no longer need to then be resold into the community. We also worked with student leaders on campus to provide materials to the Afghan students who were moving from home stays to their own apartments. This event supports sustainability and accessibility and is a win for the community.

Ms. Olsen spoke to the Chicken Chase which was held in Dewey Beach. Ms. Olsen noted that Mr. Cochran participated in the race and there was a strong showing of UD alumni and also stayed to celebrate afterwards. This is a tradition that will continue. Ms. Olsen shared the partnership that the University made with the city to support the Emerson Bridge project. The University donated some funds for this project's ribbon cutting and it brought a large number of elected officials. There was a lot of praise for our support.

Mr. Ruggiero presented on the work that the university embarked on to make updates to the women's softball field with state support and invited elected officials to visit and the event was a win for the program and a partnership with our elected officials.

Ms. Olsen spoke to move in and the participation of Dr. Assanis and Mr. Long alongside the city mayor to support the move in of students. She provided an image from Patriot Day, which is another event where the university partners with the city. Ms. Olsen spoke to the positive engagement from elected officials for the UD/DSU football game.

Ms. Olsen shared a picture of Hillside Park which is the location of what used to be Rodney Dormitories. The university sold the land to the city at a discounted price and through funding from DNREC, there was an investment in stormwater management and they are also using the space for community events and it has been well received by the community. Engineering students supported the design of the project.

Mr. Bowen thanked Ms. Olsen for advocating for campus and especially an opportunity to have UD gear at the Lewes campus. He stated that the community in Lewes is interested in participating in the Chicken Chase moving forward.

#### VI. Committee Charter Review and Approval

Ms. DeMatteis reviewed the proposed amendments to the Committee's charter and welcomed discussion from the Committee.

**Motion:**

To approve the charter as amended.

Motion moved by Sean Wang and motion seconded by Guy Marcozzi. Approved as amended.

#### VII. Resolutions for Approval

**Motion:**

To approved the following resolution as presented:

**RESOLVED**, the Committee on Public Affairs & Advancement offers its gratitude and acknowledgement of those donors who have made gifts in excess of \$100,000 during the period of January 1, 2022 through June 30, 2022.

Motion moved by Guy Marcozzi and motion seconded by Debra Norris. Approved as presented.

VIII. Other Business

With no additional business the meeting moved to an executive session at 3:16 pm.

IX. Executive Session

X. Adjourn

DRAFT MINUTES



# Student Life & Athletics Minutes

University of Delaware

Nov 3, 2022 at 9:00 AM EDT

@ 130 Hullihen Hall, Newark, DE 19716

## Attendance

### Members Present:

Carol Ammon, Christopher Baker, Allison Castellanos, Michael Geltzeiler, Kathleen Hawkins, Terri Kelly, William Lafferty

### Members Present (Remote):

John Paradee

### Members Absent:

Dennis Assanis, David Spartin

### Guests Present:

Jennifer Becnel-Guzzo, Meredith Blowman, Ioannis Chremos, Chelsia Douglas, Nancy Getchell, Julia Hatoum, Heather Kovanik, Jack Levine, Nicole Long, Alice Moore, Jordan Skolnick

### Guests Present (Remote):

Melissa Bard, Matthew Robinson, Rhett Ruggerio

### Guests Absent:

Glenn Carter

#### I. Call to Meeting

Mr. Lafferty called the meeting to order at 9:02 a.m. Mr. Lafferty thanked Mr. Spartin for his service as chair of the committee and support to the university.

#### II. Minutes for Approval

Mr. Lafferty asked for any comments on the minutes of April 11, 2022, and if none, for a motion to approve.

#### Motion:

Motion moved by Carol Ammon and motion seconded by Kathleen Hawkins. Approved.

#### III. University Updates

Dr. Assanis noted that he spent the early part of the morning working on the final feedback to announce a report on the economic impact of the university. The report found that the university's collective impact is valued at \$3.2B per year. The university's impact is driven by the great work of our students, faculty and staff, and through the spending that our community makes in the region. There is also an impact on the earnings potential of our graduates and faculty and staff and their spending in the local

economy. Dr. Assanis shared that for every dollar the university receives it generates 23 dollars. He expressed that this exemplifies the value of the investment the state makes in the university.

Dr. Assanis spoke to the work of the recently formed president's student advisory council. This group was constituted through an interview process of students who were nominated by senior leaders on campus. The group includes 16 students from both undergraduate and graduate populations and has had two meetings.

Dr. Assanis updated the Committee on the progress in standing up the office of sustainability and the ongoing searches to hire an academic co-director and a staff co-director to lead the office. He spoke to the recognition of the university and its programs in the U.S. World News & Reports and he also recognized the ten-year anniversary of the Horn Entrepreneurship Program and its outsized impact on the work of the University.

Dr. Assanis shared his pride regarding the student groups' activities and highlighted several recent events in the campus community and region. Dr. Assanis spoke to student spaces and shared the importance of bridging the immediate needs of student spaces while also dreaming for the long-term future of spaces. Dr. Assanis noted that Hullahen Hall has significantly decanted since before the pandemic. Many functions relocated or moved to a primarily remote function. He shared his vision for Hullahen Hall as a primarily student-facing building. The original use of the building was for classrooms and over time partitions have been added to convert these open spaces into smaller offices. The vision for the future of Hullahen Hall would still include the offices of the president and provost.

Dr. Assanis noted there's also an opportunity to think differently about the number of books and physical resources in the library and to repurpose spaces in the library to prioritize student spaces and opportunities for student engagement.

Ms. Kelly highlighted the recent presentation of the Medal of Distinction to Mr. Horn at the ten-year anniversary of the Horn Program. Dr. Assanis shared that Ms. Kelly recently gave a prestigious lecture for the Lerner College.

#### IV. Department Reports

##### A. Division of Student Life

Dr. Riera opened his presentation to speak to the work over the spring working on restructuring the work of the division of student life. In the aftermath of the death of

George Floyd, the team has spent a significant amount of time looking to structure the work of the division to support diversity, equity and inclusion. Dr. Riera spoke to opportunities to embed anti-racism initiatives within our division. These initiatives have been led by Dr. Chang and Dr. Long.

Dr. Riera spoke to the creation of the center for intercultural engagement and the fact that it is being built at this time. Dr. Chang will speak to this and other topics. Dr. Riera mentioned that a component of these actions will have to do with assessment, and will defer to Nicole and Stephanie.

Dr. Chang spoke to accomplishments over the recent time, and highlighted the work that students did to help bring us to the work product of the center for intercultural engagement. Dr. Chang also thanked Dr. Assanis, Ms. Conley and Mr. Krawchuk for supporting this work. The space will be online in spring of 2023; at this point in time in April. This work will be focused on supporting students and we were intentional about bringing student leaders at both the undergraduate and graduate level to play a role in the development of the center. Those students were even provided stipends to support this work.

Dr. Chang reviewed the purpose and impact of the space and defined it as a proof of concept. This will be an opportunity to co-locate services in one facility on campus. This will allow the staff to learn and iterate based on how students use the facilities. This will focus student support and services, including co-locating staff near these student organizations to support their activities. The space will also house a food supply pantry and a clothing coop which is a space to provide clothing to those who might need them.

Dr. Chang noted the focus on belonging and provided an overview of the physical space and how the space will be used. The space is approximately 1100 square feet. There are offices for undergraduate and graduate student organizations, and Dr. Chang spoke to the tenants of those spaces. The community lounge will be able to accommodate as many as 60 students at the same time. Dr. Chang moved to the social justice peer educators program (SJPE). The SJPE currently includes 13 students, inclusive of both undergraduate and graduate students. She reviewed the requests from campus for support from this program and highlighted some of the topics that were requested.

Dr. Long provided an overview of a project assessing the SPEAKUP\_DE group. Dr. Long reviewed the purpose of the social media account and the experiences shared by students. She provided an overview of the offices that were involved in the review of

these data. She noted the most prevalent experiences reported as well as the main themes of the stories shared. Incidents of radicalization and overt racism were among the main themes. There were also requests for additional supports and responsiveness from the University. She provided an overview of both proactive strategies and responsive strategies that could be initiated to make progress informed by these data. Next steps include distributing this information and providing educational opportunities to spread awareness and work on addressing these campus issues. Dr. Long thanked Dr. Riera and Ms. Conley for their support of this work as well as the support of the institutional research office.

Dr. Ammon shared her experience recently reflecting on a documentary film and noted the large amount of work still required in this area. Ms. Kelly asked about how we educate the educators in the SJPE, and Dr. Chang noted the process to be considered as well as trained as a SJPE. Mr. Lafferty confirmed that the new center will be located in the Perkins Student Center.

Dr. Assanis thanked the group for the presentation and identified it as an example of being responsive to student sentiment and working intentionally to be responsive to the needs of those students. This work was conducted with a realistic sense of what might be accomplished and to bring it to bear. Ms. Castellanos asked about the hours of the center, and Dr. Chang noted that it will mirror the hours of the Perkins Student Center, which will be open generally from 7:00am to 12:00am.

Dr. Assanis noted his recent interaction with the advisory council for the College of Engineering and the group asked whether there are intentional spaces to commingle Delaware State Students with UD students who are in cooperative academic programs. Dr. Chang noted that the community space in that facility would support that type of gathering.

Mr. Baker asked about the floorplan of the space and whether spaces were intentionally designed to provide a certain level of privacy, and Dr. Chang noted that it was part of the student feedback as well as designing different divisions based on the size of the space. She further spoke to some of the future flexibility of some of the design choices which will allow for adjustments moving forward. Dr. Riera added the importance of the project manager in this process and how much the involvement of that person in driving the execution of the process plays into the success of the work. Dr. Riera credited facilities for their support of this work.

Mr. Lafferty noted the interest in holding a committee meeting in that space once it is open.

Dr. Riera moved to the student experience master plan and noted the timeline of the process. The process is intended to review the housing master plan, the optimization of student services and looking at outdoor recreation spaces. This information is included for awareness and Dr. Riera provided an overview of the team working on this project and the teams core competencies.

Dr. Riera reviewed the initial analysis of the group from August 2022. Ms. Kelly asked about the higher education focus of the external group and he echoed their depth of expertise in this arena.

Dr. Riera transitioned to an overview of the Okanagan Charter and the signing of said charter by the university. This was birthed from an international conference that took place in Canada. We were the 9th to sign on in the United States. It's an accord that looks at wellbeing through the lenses of people, places and planet. There are many resources spread across the campus community and it provides an opportunity to review policies, places and the forthcoming office of sustainability. Dr. Riera next asked for the feedback of the Committee and encouraged the Committee to provide feedback to the office on what the Committee might look for in terms of metrics. While much of this work can be challenging to quantify, the division would like to provide fuller context and metrics. He spoke to the many ways in which we measure the student experience contained in the appendix, and asked for feedback on what the Committee might seek to elevate and look at on a regular basis. One example is the number of student counseling appointments. Dr. Riera encouraged the Committee to look at those metrics and provide feedback on what is most meaningful.

Dr. Assanis added his thoughts on how the student experience is part of the inputs of the experience at the university, alongside classroom experience and career outcomes. He noted the importance of this work and the interconnectedness of these multiple experiences.

#### B. Athletics

Ms. Rawak opened her remarks to highlight the volume of materials in the appendix, and noted the agenda for the presentation. She provided a timeline of the improvements of athletic facilities during her tenure and noted the need to initiate a second phase of

work on the project. She noted the concepts moving forward and what we intend to design moving forward.

Ms. Rawak noted some of the limitations of our current facilities and the limitations of the Field House. The building is aging and limited in its capacities. The external assessment helped us consider what the future might look like. Ms. Rawak began with the concept design of the Whitney athletic center and Delaware stadium project. The focus emphasized the following areas: student-athlete experience, fan experience and revenue generation opportunities. The field house focused on the first item but less-so the latter two. Ms. Rawak spoke to the value the facilities bring to the community especially as the STAR Campus expands and builds out. We intend to find opportunities to interact with the university through those spaces.

Mr. Rawak reviewed the steps of the project, starting with the north end zone project. Each of these phases will be driven by the fundraising success to fund each phase. This phase will help support the student-athlete and student and community experience and grow the utilization of these spaces outside of peak athletic seasons. The second step includes a new field house which would support the relocation of some current sports to create dedicated spaces for sports which are currently co-located. These spaces are utilized by our student-athletes as well as recreational and club sports and this additional capacity will be utilized once online. The final phase is to sunset the current field house and to create a turf and tailgating space to support sports, recreation and additional activities.

Mr. Skolnick presented a visual representation of what this project might look like once all three phases are completed. This provides multiple benefits and optimizations that currently do not exist. Mr. Skolnick highlighted the opportunity to provide additional spaces for engagement and socialization that help make both athletic events and other events in these spaces more engaging. Many of the spaces would also afford opportunities to support entertaining events. Mr. Skolnick noted the benefits of the phased approach recommended as it minimizes the disruption of the student-athlete experience as well as the fan and community experience. Mr. Skolnick provided a review of the proposed internal locker room experience and how it is a competitive advantage, and an opportunity to have film space to review film. The technology needed to support those activities and drive improvement does not currently exist in the spaces we have. He noted the similarity of the design space to the Sparks Success Suite to have movable walls to divvy up the space into smaller rooms as needed.

The new field house would also allow for additional swing space during inclement weather and to improve access for our club sports on campus and intramural sports. Ms. Rawak noted that the facilities are currently utilized in the afternoons and evenings.

Ms. Rawak moved to the facility fundraising goal, and started with the first step of the construction process. This is a very preliminary estimate and highlighted the sensitivities that could impact this figure. To date, after three months of fundraising efforts, Mr. Skolnick noted that nearly \$3.6M has been raised with an additional \$5.4M in asks outstanding. There are additional requests in process from a wider pool. He looked at a distribution of fundraising efforts through university investments, private philanthropy and corporate fundraising to get to the current estimate of \$85M for the first phase of the project. A goal of this campaign is to increase corporate fundraising.

Ms. Kelly asked about learnings from the Whitney Athletic Center and how this project differs from that fundraising effort. Mr. Skolnick shared his impressions of the learnings from the fundraising efforts for the Whitney Athletic Center and identified opportunities to reconnect with past donors for additional gifts. He anticipates more gifts in the \$250k and \$500k ranges.

Ms. Rawak next spoke to business engagement and her activities as of late connecting with corporate partners in strategic industries. She noted historic frustration upon her arrival from groups looking for a different quality of engagement with the university. Her objectives in connecting with these businesses are identifying opportunities where both the university and the business can win through partnerships. One of the key interests of local business partners is finding ways to engage with and hire students. There is a notable interest in having greater engagement with the university. Ms. Rawak noted her willingness to welcome engagement with the business community so long as partnerships are a value add for both parties.

Mr. Skolnick spoke to the campaign team for this project and thanked Dr. Ammon for her input. This is not the first iteration of a volunteer-based campaign group, and in thinking toward the future the staff is looking to engage past donors who have given in excess of \$100,000 to help strategize for raising funds to enable this project. He noted the large impact of the first phase in supporting seven sports where we have engaged alumni who may be energized by this opportunity.

Mr. Skolnick reviewed a preliminary timeline for the process, starting with reaching commitments of \$8.5M by January 2023 to start design, as well as \$2M in cash to start

the architectural design process. There is an urgency to reach these thresholds as quickly as possible, with the aspiration to make an announcement in a year's time. For comparison, the WAC was announced at a level of 65% fundraising and the remaining 35% was raised in the subsequent year.

Ms. Rawak noted the importance of this project and the lessons taught through the student-athlete experience as well as the experiences all our students learn while engaging with these facilities.

Dr. Assanis noted the large amount of work behind these initiatives and encouraged everyone to remember what these types of projects do for our community and for academics as well. He shared an example from a football game last season where a donor made a gift during the game and now is being cultivated for a major university gift. He noted that the engagement with this donor at a University event provided a level of engagement that is difficult to recreate through a phone call or a visit off campus.

Ms. Hawkins asked when this project would come to the Committee on Grounds & Buildings. The project is not slated to be presented to the Committee this fall and when the project is further developed it will be brought to the Committee for review and approval.

Dr. Assanis noted that on the request of the Committee on Grounds & Buildings, the administration is cataloging all potential capital projects. In collecting all possible future projects, the cumulative cost was \$2.5B which is in excess of available resources. As a result, the administration is contemplating how to strategically prioritize different capital projects in the coming years.

Ms. Rawak introduced Mr. Coleman, who is a long-time member of the UD community. Mr. Coleman started with an opportunity to contact and interact with a lot of people in our community. What we want to create is an environment where each person can bring their whole selves to the table. We've appointed that as "bring your brick" and our community is built brick by brick. Our framework highlights education, conversation and celebration in alignment with the university's strategic plan.

Mr. Coleman reviewed the methodology of this process, including providing programming, training and resources for the department of athletics and community recreation to align with ongoing campus conversions around diversity, equity and inclusion. He provided an overview of the intentions of this process, beginning with

conversations around identity, supporting interaction and support community interaction and engagement across our community. Mr. Coleman noted how this process allows for us to build something with each of our individual bricks.

Ms. Rawak noted that more than 1,000,000 visitors cross the doors of athletics and recreation services facilities so the division is working with units across campus, including ADA, to ensure that our spaces and events feel welcoming and support belonging. The division is taking an inventory across the groups and working to improve our support and sense of belonging to all those who come through our facilities, whether for an athletic event or for a community event like graduation.

Ms. Kelly asked about the framework and how it appears to translate across university communities. Is there an intention to use this framework across all parts of the university where applicable. Ms. Rawak shared the goal to have the framework and methodology be consistent but ensuring that the experience within specific units meets those groups where they are. We plan to continue to work with Ms. Conley's office to align our work for the greatest impact.

#### V. Student Leadership Updates

##### A. Student Athlete Advisory Committee

Ms. Blowman introduced herself as a student member of SAAC and her participation as a student-athlete. She emphasized a focus on mental health as a priority not just to the SAAC but to the larger athletic and university community. She described the green heart policy which is an initiative to combat stigma associated with mental health challenges. The initiative allows for student-athletes to communicate when they require an excused absence related to mental health support. Many have utilized the initiative and expressed support for the positive impact of the policy.

Ms. Blowman presented on sports psychology workshops, developed in the aftermath of several losses of female student-athletes in the college and university space. These losses impacted the student-athlete community significantly, and the responsiveness of the university to support was sincerely welcomed. A result of some of this work is a program named, Well Hens Perform Well, which is a program to support the mental health of student-athletes.

Ms. Blowman next spoke to efforts to include diversity, equity and inclusion (DEI) work into the entirety of the work of the SAAC. Each meeting includes a DEI-related resource

and allows for time on the agenda to discuss those resources and apply learnings to our everyday lives and resources.

Ms. Blowman spoke to community engagement and SAAC open houses. These community engagement opportunities allow for engagement with broader student-athlete community. These open houses will continue to support the student-athlete community and raise awareness about the ways in which SAAC supports the broader student-athlete community.

Mr. Lafferty asked whether there is a designated set of counselors for the student-athlete population or whether they use central services. Ms. Rawak noted that there are two sports psychologists who are counselors who report to the division of student life and the programming that has been done still allowed for opportunities to do more. Across the country several female student-athletes took their lives, so our need to respond was critical. Ms. Rawak thanked the division of student life for its responsiveness and partnership to support our student-athletes. Those partnership are ongoing but this specific period of time was a significant example of how important the partnership between these groups over time. This issue exists beyond our student-athlete community but still wish to support our students in that work.

#### B. Student Government Association

Mr. Levine opened his presentation and reviewed the goals of the Student Government Association (SGA) for the semester. He spoke to the positive engagement and excitement with the current SGA and highlighted the progress made to partner more intentionally with the city of Newark and the Newark Council. Members have also engaged with the Governor and engaged with the university's government relations team.

Ms. Hatoum introduced herself and spoke to a return to more robust SGA activity, which hadn't been true in recent years during the pandemic. Ms. Hatoum shared the partnership with SAAC and expansion of representation on SGA from the Associate in Arts campuses in Wilmington, Dover and Georgetown. There has been an increase to create two outreach positions within the SGA to partner with multicultural groups and Greek life. There has been an expansion to have an accessibility senator to support mental health initiatives and to advocate for students with physical or invisible disabilities. The students are advocating for an expansion of dining services and how the population can maximize its usage of dining credits. She highlighted initiatives related to

dining, including support of Muslim students with Halal foods and hours that support students fasting during Ramadan. There's also interest in adjusting the GPAs for certain honors colleges to allow for participation in honors programs and that a single mechanism or level does not map to the various levels of rigor across all programs within the honors college. She further noted a number of additional initiatives that the SGA is working on this semester.

Ms. Hatoum noted that SGA is also beginning to host themed events, and the first was an event on health disparities. The SGA are planning a fair for students with sustainable businesses to sell their products.

Mr. Levine added that the SGA has participated in the student experience master plan and noted the consultants have been meeting with a diverse group of students and the students appreciate the opportunity to provide input and participate in the process.

Mr. Levine highlighted that recent surveys have allowed for engagement from a broader swath of the campus community and allowed us to better represent the full 18,000 undergraduate population and we look forward to that continued engagement.

Mr. Long provided an update on plans to be responsive to Halal dining options and working with the students to address concerns. He encouraged the SGA to work with the administration rather than directly with external university vendors. He welcomed the SGA to communicate with his office for resource support on these initiatives so he can assist.

Ms. Kelly asked what happens when resolutions from the SGA are passed. Ms. Hatoum spoke to the process on how the administration engages with those student government resolutions, including ensuring that the division of student life receives all resolutions for their information as well as encouraging speaking with campus subject matter experts to try to meet with stakeholders prior to bringing resolutions forward so we can set realistic expectations.

#### C. Graduate Student Government

Mr. Chremos opened his report with a focus on graduate spaces, and for some time there have been fewer opportunities for campus spaces designed for graduate students. It appears most spaces are prioritized for undergraduate students and think about opportunities to better communicate with university partners to ensure graduate

students are included in planning discussions. This is taking place with the student experience master plan.

Mr. Chremos noted there is no graduate student housing and highlighted a quote from the residence life and housing website that spoke to the position on graduate student housing. Graduate students are in a challenging position when it comes to housing and he encouraged the administration to work with graduate students to identify solutions. The cost and complications around housing are impacting the success of graduate students.

Ms. Douglas next spoke to the concept of student life for graduate students. After meeting with GSG leadership, she reviewed components of the holistic experience of graduate students. Our first priority is our education and she noted a lack of clarity regarding accountability between the Graduate College and individual academic programs. She highlighted ambiguity around managing conflicts with advisors and the sacrifices graduate students make to support their education. Mr. Chremos spoke to his sacrifices as an international student and while resources are part of the solution there is also an opportunity to improve supports that help international students navigate cultural differences and miscommunications. It seems in some instances policies and protocols trump the individual humanity of the graduate student and the timeliness of some of the responses are delayed.

Ms. Douglas noted that some students feel like they are on a delicate footing at risk of losing their student visa based on one perceived mistake. She acknowledged that the graduate student population is not always looking for the same quality of amenities as the undergraduate population. She encouraged conversations around appointing an ombudsperson to provide a resource to support and respond to the graduate student experience. She thanked the Committee for its time.

Mr. Chremos noted his participation in the pilot year of the Graduate College and the conversations around the purpose of the Graduate College. It seems the answer to this question is still unclear and there is an opportunity to clarify some of these issues to emphasize the work of graduate students during their time at the university.

Mr. Lafferty asked about the composition of the Graduate College, and combining all programming in the graduate programming is around 4,500 and approximately 3,000 full-time students.

Mr. Baker asked for a brief history of graduate student housing. Dr. Riera noted that one of the primary foci of the student experience master plan is a focus on graduate student housing. The university held 68 beds at the Conover Apartments. The usage shifted in the few years prior to the closing of the properties. Initially the university housed students there for multiple-years and the university is now focusing on transition housing. One focus is to support the transition for international students and students from outside the region. There is a recognition that the undergraduate housing market, which off-campus housing is funded primarily by families, impacts graduate housing as well. Some of the rental market policies, including first and last month deposit and credit checks are barriers to our graduate students. Dr. Riera acknowledged the issue is significantly impacting the graduate student population and this project is helping respond to the need. This type of communication is part of the purpose of the Graduate College, and since initiating the College, we're able to better field these types of concerns and have seen progress.

Dr. Assanis noted the importance of this conversation and recalled his interest in establishing a Graduate College as mentioned in his inauguration speech. Over time the Graduate College will continue to help with this work. He noted his commitment to building an ombudsperson office and recognized all the recent hires that would interact directly with this office. The heterogeneity of ombudsperson offices across institutions will help inform the type of office we might like to create for our campus. Dr. Assanis acknowledged he is listening to the need for graduate student housing. The first response is to create housing, either through a public-private partnerships or with institutional resources. He stated that the partnership with the Buccini Pollin Group at the STAR Campus is the first of what we hope to have more moving forward. That said, these opportunities will take time. Dr. Assanis is looking to engage with existing private rental spaces to identify spaces for graduate student housing. Those conversations are ongoing and while there is no announcement to make in this meeting, progress is being made. Dr. Riera added a new resource, which is an assistant dean devoted to supporting graduate students. This is a case management role to help students who might be in a situation where they need support for issues outside of their control, including the potential conflict in the student/advisor relationship. This is a pivotal relationship that impacts wellbeing, academic success and more and this position is able to provide additional resources.

Ms. Castellanos spoke to the years on the Committee and acknowledged Dr. Assanis's commitment to including and supporting graduate students and noted the progress that

has been made and more work is still required to be done. Ms. Kelly affirmed the need to recognize the quick wins as well as long-term solutions.

Ms. Douglas noted that the university's graduate student body is relatively young compared to other campuses so many don't have the same immediate resource support for these issues.

VI. Questions & Discussion

Mr. Lafferty thanked everyone for their time and adjourned the meeting for a brief executive session at approximately 12:03 p.m.

VII. Adjourn

DRAFT MINUTES



# Academic Affairs Minutes

University of Delaware

Nov 3, 2022 at 12:30 PM EDT

@ 130 Hullihen Hall, Newark, DE 19716

## Attendance

### Members Present:

Dennis Assanis, Allison Castellanos, Donna Fontana, Terri Kelly, Nisha Lodhavia, Debra Norris, Claudia Peña Porretti

### Members Present (Remote):

Joan Coker

### Members Absent:

Shawn Brittingham, Freeman Williams

### Guests Present:

Jennifer Becnel-Guzzo, Beth Brand, Laura Carlson, Ioannis Chremos, Julia Hatoum, Ashlyn Hillman, Fred Hofstetter, Jack Levine, John Long, Meghan McInnis-Dominguez, Rodney Morrison, Mary Remmler, José-Luis Riera, Louis Rossi, Brent Schrader

### Guests Present (Remote):

Fatimah Conley, Mandy Minner

### Guests Absent:

Melissa Bard, Glenn Carter, Matt Kinservik, Richard Reeves, Rhett Ruggerio

#### I. Call to Order

Ms. Fontana called the meeting to order at 12:30 p.m. and welcomed all in attendance. She welcomed some new members to the committee, including Dr. Lodhavia.

#### II. Approval of Minutes - April 12, 2022

##### Motion:

To approve the minutes of April 12, 2022 as presented.

Motion moved by Debra Norris and motion seconded by Allison Castellanos. Approved as presented.

#### III. President's Update

Dr. Assanis welcomed the Committee and welcomed students and distinguished faculty in attendance. He began his remarks with a newly released economic impact study

which was conducted by an independent consultant. The study is a review of 2018 to 2022, which includes a period of change driven by the pandemic. The administration was expecting a flat or lower result of impact, and despite that conservative speculation, the university rebounded very well and the study identified a \$3.2B impact in the local economy. That impact is even greater when considering the impact on the northeast corridor.

Dr. Assanis spoke to the University's impact and engagement with the community, including the participants in our athletic events, campus capital projects, and the value-add from the degrees of our students. As we conceive the capital needs of the next decade, we have identified as much as \$2.5B of capital projects which will be prioritized and planned for in the future.

Dr. Assanis raised the topic of enrollment management and contrasted the year of the pandemic with an enrollment shortfall of nearly 700 fewer students than anticipated toward a record class this fall. The University received 35,000 applications this year, and is on a path toward doubling the number of applications received in 2016 over the next few years. He spoke with a reporter about upcoming demographic changes and he identified the university's position to thrive in this environment. Among the contributing factors are the investments made in faculty hiring over the last few years and plans underway for anticipated faculty retirements over the next period of time. Dr. Assanis noted the opportunity to engage and educate students both at our place-based facilities as well as expanding into additional online opportunities. Dr. Assanis highlighted successes in research expenditures, up nearly \$100M from his arrival in 2016 and may be slated to grow to a total of \$500M in the next several years. New efforts and supported projects in hydrogen energy and sustainability efforts are expected to contribute to that new figure. Through a combination of these efforts, a lot is possible.

Ms. Norris asked whether the impact report speaks to the work of our faculty, students and staff in non-profit and other community spaces, and Dr. Assanis responded that the study does not capture the many additional intangibles and their impact achieved through community service and other service activities. He noted his pride in the work of our community members and made a decision to put 2% of all indirect cost recovery toward the arts and humanities, which is a significant amount each year.

Dr. Assanis announced the creation of the president's student advisory council and noted this group meets monthly. The first two meetings were very productive and began with high-level aspirations and agenda topics for the year. Moving forward, meetings will

include subject matter experts in the senior administration but ensure there's not an imbalance of senior administrators to students. An upcoming topic is freedom of speech and academic freedom. These are exciting topics and there is more to come from these leaders.

#### IV. Academic Vision

Dr. Carlson began her presentation with a question posed around the purpose of a provost. After arriving to the University, she asked community members to respond with their thoughts about how they would define a provost in one word. She highlighted some of the themes that emerged from those conversations and shared with the Committee.

She reviewed the feedback on what makes an excellent provost and elevated academic excellence, overseeing research and scholarship, teaching and learning and service and impact. These findings include being a more forward-facing provost's office and greater engagement in areas including advancement of research. Dr. Assanis added the existing opportunity to more collaboratively engage between the provost's office and research.

Dr. Carlson spoke to developing an enabling structure through employing existing talent, and highlighted the Vice Provost for Equity and Interim Vice Provost for Undergraduate Education. Dr. Carlson has asked Dr. Abraham to convene a task force over the course of the academic year to define the preferred skills and attributes of a future leader to oversee undergraduate education. There are opportunities for additional faculty voices in the provost's office which will include an Associate Provost for faculty development, Vice Provost for academic programs and university initiatives, and an Associate Provost for sustainability.

Dr. Carlson emphasized the value of empowering the leadership that exists, including partnering more with the deans individually and as a leadership team. Budget, space and faculty hiring have been topics elevated by the deans as areas of friction. Opportunities exist to further leverage their collective leadership.

Mr. Chremos asked whether the one proposed vice provost positions would include adjustments to the undergraduate curriculum, and Dr. Carlson responded that the task force that is being established will consider questions like this while determining the appropriate scope for this role. Mr. Chremos asked whether Dr. Carlson could say more about the deans' reported challenges with the budget, and Dr. Carlson described the

feedback as it relates to the changes in the budget model in the recent term. The conversation was around understanding how to best operate within the new budget model. Dr. Assanis added additional context and how the administration is making progress as it becomes more familiar working within the budget model.

Ms. Kelly noted the one role to help augment new programs and asked whether this individual will also review the fit of existing programming. Dr. Carlson responded that this role would help structure conversations and provided one anecdote of a new program in eSports being offered through our languages division to think about the commingling of cultures through gaming and online sports.

#### V. Committee Vision

Ms. Fontana spoke to her goals for the Committee during the academic year and highlighted the importance of overseeing enrollment management and the many ways it impacts the work of the University. She noted the Committee's responsibility to oversee academic programs and their effectiveness and identified an opportunity to understand the allocation of resources to programs and understand how enrollment and resource allocation are interrelated. Ms. Fontana also emphasized the Committee's responsibility to oversee faculty wellbeing. She noted the intention to spend dedicated time on these issues during our spring meeting.

#### VI. Developing a Multi-Year Enrollment Plan

Dr. Carlson spoke to the path toward an integrated multi-year enrollment plan and noted her presentation is a high-level overview of the concept rather than a completed plan to be submitted for approval. She defined the proactive features of a plan, including multi-year planning, integrated across student level, intentional around sub-population goals, and focus on university-level growth. She highlighted recent challenges the entire sector has experienced in terms of volatile enrollment impacted by the pandemic. There are also challenges related to ongoing uncertainty in the environment, including different funding models across programs and ideal program sizes. The University aims to be welcoming to multiple populations and it is challenging to meet the varied needs of multiple communities simultaneously.

She shared an example of multi-year planning within Lerner College and stated that examples already exist within the University for multi-year enrollment planning. There are opportunities ahead as the administration thinks about this topic from a broader

scale. Graduate student populations have additional complexities, including the limitation of faculty research capacity, instructional capacity and facilities. That said, there may be growth opportunities in online programs. Ms. Remmler congratulated Dr. Rossi for simplifying the graduate tuition model in the prior year and the resulting impact to enrollment and increased net tuition.

Dr. Carlson spoke to additional layers of interactions around outcomes, informed by class size, institutional financial aid, yield, student support services and net tuition. Ms. Remmler added the impact to physical spaces on campus for instruction, housing, dining and related services.

Dr. Carlson presented several discussion questions and invited the participants to engage in discussion. She noted the complexity around some of these topics and encouraged the group to recognize competing priorities. Dr. Assanis shared that in the past program size limits have been self-imposed in some cases, sometimes disconnected from the interest in the program. There is an opportunity to find solutions to help meet student and societal needs rather than direct students away from high-interest programs due to capacity constraints.

Ms. Fontana reiterated the existence of competing priorities as it relates to increasing student body diversity while also addressing student financial need. To that end, Ms. Fontana asked whether the current case being considered by the Supreme Court related to race in admissions considerations would impact the university. Mr. Morrison spoke to the many different holistic components the University considers and while race is not a determining feature it is a factor. Mr. Morrison shared some states have already removed race from their application process due to laws at the state-level and those institutions experienced a disproportionate decrease in diversity at some of the most competitive public institutions. Professionals in enrollment management have been discussing the possibility of the elimination of race in admissions for some time. If colleges and universities are unable to use race in the admissions process, or recruitment activities, it could be a significant challenge for the sector. Ms. Becnel-Guzzo noted the sensitivity around any establishment of quotas or goals in these dynamics as they can be legally dubious. Ms. Norris shared that her program looks at diversity of perspective when considering applicants. Ms. Becnel-Guzzo cautioned that we cannot predict the outcome of any case before the Supreme Court but this case is expected to release a decision near the end of its term in June of 2023. Mr. Morrison offered additional measures of diversity that could be utilized to aim to represent different backgrounds that are separate from race or ethnicity as reported on an application.

Ms. Castellanos shared an anecdote of a school using socioeconomic status as a factor and as a result have diversified their classrooms. Ms. Fontana noted the sensitivity to ensure our model allows us to do our best to meet student need as we move forward. Mr. Morrison mentioned efforts to increase the population of Pell students and acknowledged those students will need financial support.

Dr. Assanis spoke to the potentially misleading consequence of attempting to define a correct number of students as the mix of students in undergraduate, graduate, online and residential programs all have a different impact. He shared his concerns regarding the changing demographic landscape and what it will mean for the mid-atlantic region starting later this decade. Mr. Long added that these anticipated demographic changes also have implications for future capital planning efforts.

Mr. Chremos identified the competitiveness of the university stipend and availability of graduate student housing as challenges for graduate student yield. The city of Newark is concerned with the growth in the university population and wants to see the university shrink. Ms. Hillman shared one of the most frequent questions prospective students ask is whether one could live off the stipend and for herself and some colleagues, they are not able to support themselves exclusively with their stipend. She highlighted the disproportionate growth in the cost of apartments in this area and offered that perhaps the University could ensure transition housing for first-year graduate students, especially for those new students who don't receive their stipend payment until a month into their program.

Dr. Assanis returned to the program around majors and shared that the university has a responsibility to offer programs that lead people toward careers. If we continue to think through opportunities to innovate, like the example of thinking through eSports and different languages. Dr. McInnis-Dominguez is a member of the languages department and she shared that the demand is outpacing growth and the department is hiring to respond to this demand.

Mr. Levine added a recent SGA resolution to encourage the faculty senate to encourage people to get a real estate minor and was surprised to learn that we do not have a minor in real estate. Dr. Assanis noted that many parents provide him a similar type of conversation for a major, minor or certificate program. Dr. Riera added that the promise of leveraging minors and certificate programs are the new path forward for students who had previously looked to get a double major. There may be additional opportunities

to leverage smaller career-oriented programmatic offerings alongside the more historic majors and other degree programs.

Dr. Lodhavia asked for additional information on graduate stipends, and Dr. Rossi noted that at the masters level there are some students supported by stipends while many are self-paying. She further asked about the stipend levels, and Dr. Rossi noted there is a minimum stipend and some departments pay in excess of the minimum stipend. Dr. Lodhavia asked about the Pell designation, and Mr. Morrison shared the dynamics of the Pell program.

Dr. Rossi added the the University's status as a very high research institution is successful in part by the work of doctoral students conducting researching with our faculty. The vast majority of our doctoral students receive a tuition waiver and are also supporting research. He emphasized the importance of that aspect of our university's operations.

Dr. Assanis spoke to his experience as a graduate student at MIT and his stipend required a level of sacrifice in order to achieve the postsecondary degree. Ms. Hillman noted the amendments made toward graduate stipend requirements recently and the large volume of time required in some programs which is ultimately an obstacle to increasing diversity. Ms. Hillman also asked about whether there are additional opportunities to educate those who oversee graduate students as some are taking advantage of that power dynamic and this has made national news in some cases. She spoke to challenging dynamics in certain graduate programs at the university, and she shared the experience of her partner who left the university as a result of a toxic environment with a faculty member.

Mr. Chremos described the ideal concept of collaboration between faculty and students and acknowledged in some examples graduate students are treated more akin to employees. Negative experiences are impacting recruitment and retention and he noted some of his colleagues arrived to the university to pursue doctoral degrees and instead left with masters degree due to the environment. He requested that the administration do more to provide wraparound services for graduate students.

## VII. Social Mobility Discussion

Ms. Conley cautioned the Committee to not make the false comparison of low-income as a proxy for race as the university continues to have these conversations. She encouraged

the group to think about outreach and engagement as we try to partner with and support our local communities. She emphasized this is greater than just a function of enrollment management but opportunities for more of the university community to engage.

Ms. Porretti offered her thanks to the students for sharing their challenges and expressed her concern and disappointment in the perspectives that have been shared. She also shared her concern around comments related to rent increases and the resulting gentrification that may come with those increases. She provided her intention to take this conversation to the ad hoc Committee on Diversity, Equity and Inclusion and shared her concern that off-campus rents are increasing to a level to the exclusion of members of our community.

Dr. Assanis wished to respond to accusations of challenges between graduate students and their advisors and noted that he served as an external adjudicator for such a case recently for another institution. He identified an opportunity for the Graduate College to do more in this area as it becomes more fully developed. Dr. Rossi noted that adjudication already takes place within the Graduate College and as a result of those cases labs have been decanted and graduate students given support services to transition to better environments to pursue their education. He offered there is an opportunity as a Graduate College to provide more services and supports to graduate students and learn from one another. He acknowledged the time that it takes to effectuate some of these changes.

Ms. Hillman shared that most of the graduate students are incredibly reluctant to speak out about unsavory working conditions, and she highlighted the large role politics plays in her department.

Dr. Carlson shared that a decision to admit a student is a promise and the decision is an obligation to support them during their time at the university. She explained the technical definition of social mobility as defined by U.S. World News and Reports. She also provided additional information on how the group measures and defines social mobility for the purpose of its rankings. Dr. Carlson provided longitudinal data which show how the University has performed on this metric, and performance has worsened rather than improved. Ms. Remmler added additional context to the weighting in the methodology and the pressure that the university feels as it increases its access which has financial implications. Dr. Assanis acknowledged that social mobility is driven strongly by the graduation rate.

Dr. Carlson shared the factors impacting retention, including financial pressures, academic preparedness, and support and belonging. From data, the administration knows these most vulnerable students leave the university most often between the first and second year. Dr Carlson spoke to a proposal currently under consideration by Unidel to expand support for students across time.

Dr. Carlson informed the Committee that a team was established to focus on growth in winter session enrollments in order to expand high-demand and high-need offerings. The objective is to have a predictable and repeatable cycle of offerings that enables student planning as well as effectively promotes these special sessions to our students. Looking ahead to the summer, the group will review parameters around summer sessions as well.

Dr. Carlson spoke to class instruction modality at both undergraduate and graduate levels. The administration is considering current offerings and mechanisms for expansion. She shared the positive finding that there is a high correlation with in-demand classes currently offered for winter session as well as the incentives to departments for holding these courses during special sessions. There is also an opportunity to engage graduate students to teach during these terms to provide teaching stipends and to provided additional teaching opportunities. Dr. Carlson spoke to the efforts to market this upcoming winter session and the good news in terms of enrollment trends for the winter session at present.

Looking ahead, Dr. Carlson reviewed multiple pathways that lead to a 4-year UD degree, including dual enrollment starting in high school, the Associate in Arts Program (AAP), partnership from DSU or DTCC as well as students who transfer from other institutions. She highlighted the need to recast the AAP as a pathway to a UD degree, including renaming those programs something along the lines of UD at Wilmington, Dover or Georgetown. Dr. Carlson encouraged an exploration of expanded transfer student enrollments. Ms. Remmler emphasized the value of the visual representation of the many pathways to a University of Delaware degree.

Ms. Fontana asked if the Committee had any questions and summarized her reflections from the conversation as it relates to optimizing their time during winter and summer sessions.

Ms. Hatoum spoke to the under-resourced high schools in the state and asked if there's anything the university does to support those community members. She also identified certain programs where diversity seems to be more of a challenge than within other programs. Mr. Morrison spoke to all the ways in which the admissions office engages with Delaware high schools and the ways in which the university has expanded access through a free application, providing opportunities to learn about the university through high school visits or virtual campus tours, including the multiple locations of the AAP. There are also open houses specific to Delawareans to invite them to learn more. Mr. Long added there are many summer camps at the university that go as early as elementary age students to engage them with the university. These camps were paused during the pandemic but they're returning. Dr. Assanis informed the Committee that plans to reimagine the AAP have implications for the University's accreditation and will require additional resources.

Mr. Levine shared how he utilizes the winter session for classes and noted the key to being successful was having access to online courses so he could take classes as well as balance a winter job. Dr. Assanis noted that other students participate in study abroad but there are opportunities to grow the number of students who participate in those programs. Ms. Norris asked whether Mr. Levine was taking core courses or exploring other interests, and he shared he has used winter session to focus on core requirements. He acknowledged that it allowed him to have a deep focus on a particular class that is challenging. Some others use it to explore and engage in electives.

Ms. Castellanos asked about transfer students, and specifically whether the university uses winter session as a welcome mechanism for transfer students. Mr. Morrison noted that the winter session is positioned for current students and our orientation for transfer students does not align with the winter session calendar presently. She noted that the university's robust winter session, and length, might serve as an opportunity for transfer students to more quickly engage with the university. There was consensus around exploring this opportunity and thinking differently about the paths to welcoming students.

#### VIII. Spring Committee Meeting Preview

Dr. Carlson informed the Committee that the spring meeting will include a presentation on the COACHE report and an update on the collective bargaining process. Ms. Fontana also spoke to a desire better understand how the faculty evaluate themselves and how the Faculty Senate has updated those processes over time.

IX. Consent Agenda of Resolutions Recommended for Committee Approval

The consent agenda includes:

- a. Approval of permanent status for the Applied Molecular Biology and Biotechnology major
- b. Approval of permanent status for the World Scholars program
- c. Approval of personnel actions (appointments of new continuing track faculty and instructors; tenured faculty; and named professors and faculty emeriti)

Ms. Fontana referred to the items in the consent agenda and asked for any questions or to entertain a motion.

**Motion:**

Motion moved by Debra Norris and motion seconded by Claudia Peña Porretti.

Approved as presented.

X. Executive Session

Ms. Fontana thanked the group for the novel format of this meeting and called the meeting to executive session at 2:30 p.m.

XI. Adjournment

DRAFT MINUTES



# Honorary Degrees & Awards Committee Minutes

University of Delaware

Nov 4, 2022 at 10:00 AM EDT

## Attendance

### Members Present (Remote):

Dennis Assanis, John Cochran, Michael Geltzeiler, Debra Norris, Breck Robinson, Regina Wright

### Members Absent:

Terri Kelly, Matt Kinservik

### Guests Present (Remote):

Beth Brand, Laura Carlson, Jim Dicker, Rhett Ruggerio, Brent Schrader

### Guests Absent:

Fatimah Conley

#### I. Call to Order

Ms. Norris called the meeting to order at 10:01 a.m. and welcomed all in attendance.

#### II. Approval of Minutes

##### Motion:

To approve the minutes of April 11, 2022.

Motion moved by John Cochran and motion seconded by Regina Wright. Approved as presented.

#### III. Commencement and Convocations

Ms. Norris welcomed Dr. Carlson as the new provost and this being her first meeting with the Committee. Ms. Norris introduced the topic of Commencement and while a consensus might not be reached today, she encouraged the Committee to think about and discuss priorities for the speaker and other honorary degree recipients for the class of 2023.

##### A. Update on Strategy

Ms. Brand provided an update on the planning and convening of community members to collect feedback from ceremonies over the past few years, which have each been

different given the circumstances of the pandemic. In coordination with Dr. Carlson, administration is exploring how to create a predictable and repeatable Commencement and Convocation process moving forward. This goal includes ending the ceremonies with Commencement on Saturday and looking to maximize indoor spaces to minimize the possibility ceremonies being shortened or cancelled due to inclement weather. Ms. Brand noted the interrelation of the review of semester lengths and how adjustments to the academic calendar will play a role in the structure of the ceremonies moving forward.

Mr. Geltzeiler asked if the process is still multi-day and highlighted the impact of having events across several days and the cost implications for families. Ms. Brand noted that the administration is mindful of the impact of holding events across multiple days and continues to explore ways to maximize facilities to support events in a meaningful timeline.

Ms. Norris noted that the ceremony for the College of Arts and Sciences last year was very well organized, despite being large, and it was further impacted by weather. In response to that, Dean Pelesko and his team prioritized reading the names of all the graduates which was very well received.

#### B. Commencement Speaker Selection

The Committee discussed the process for identifying a speaker for the Class of 2023 Commencement and highlighted the desire to be mindful of diverse opinions and backgrounds in identifying top candidates.

#### C. Honorary Degree Class of 2023

The Committee reviewed past nominees as well as new recommendations from the campus community. The Committee reviewed prior classes and noted that historically the University has offered approximately four honorary degrees at a ceremony.

### IV. Medal of Distinction Discussion

The Committee reviewed candidates to receive the Medal of Distinction as well as the strategies for presenting the Medal to recipients. Over the past two years, the University awarded more Medals than it had in past years, and the Committee discussed the

benefit the award adds to special events. The Committee reviewed future event opportunities as well as upcoming university milestones that might correspond with recognizing an individual.

V. Adjournment

With no additional business, the Committee adjourned its meeting a 11:36 p.m.

DRAFT MINUTES



# Grounds & Buildings Committee Minutes

University of Delaware

Nov 11, 2022 at 10:00 AM EST

@ 130 Hullihen Hall, Newark, DE 19716

## Attendance

### Members Present:

Dennis Assanis, Kathleen Hawkins, Terri Kelly, Donald Puglisi, Edmond Sannini

### Members Present (Remote):

Jim Borel, William DiMondi, Robert Rider Jr., Guy Marcozzi

### Members Absent:

John Paradee

### Guests Present:

Laura Carlson, Jim Dicker, Greg Dobler, Marci Hutton, Daniela Ivankova, John Long, Mandy Minner, Rodney Morrison, Chrissi Rawak, Mary Remmler, José-Luis Riera, Brent Schrader, Chris Williams

### Guests Present (Remote):

Glenn Carter, Darlene Hoy

#### I. Call to Order

Mr. Borel called the meeting to order at 10:03 a.m.

#### II. President's Update

Dr. Assanis welcomed those students and faculty participating in this morning's meeting and provided an update on the fall semester. The University recently celebrated its 10th anniversary of the Horn Program and this program has grown in its notability over a short period of time. Dr. Assanis highlighted the dividends of the Committee's work, including the acquisition of the Fraunhofer building on Innovation Way which has now been deployed as a partnership in hydrogen research involving NIST, Chemours and others. This is started with a \$10M investment through congressionally directed spending for the first year and the administration has optimism that funding could continue for the next several years. Dr. Assanis spoke to the work of continued federal funding in multiple areas and noted the scale and impact we might have as we expand the great work and ideas of our faculty. Dr. Assanis noted that hydrogen work is one component of the university's activities in chemical engineering and connected its work to many related topics in sustainability and infrastructure. Dr. Assanis noted the

recognition of the chemical engineering undergraduate program as the number two program in the country and graduate program as the number eight program in the country. Dr. Assanis shared that the Governor expressed interest in those programs and offered him a tour of some of the great research that is taking place on campus in aging facilities.

Dr. Assanis highlighted the work ongoing with Kelvin Lee at the STAR Campus and spoke to the future prospects for external funding related to semiconductor manufacturing and biomolecular science.

Dr. Assanis updated the Committee on the economic impact report that was recently unveiled and well received by the press. The report found that the university generates \$3.2B per year in economic impact in the state. He highlighted the impact of students and faculty and their educational efforts and community service above and beyond economic factors. Dr. Assanis reviewed the investment in capital plans and there is move to come.

Dr. Assanis updated the Committee on some ongoing senior leadership searches, and while several appointments have been made there are new, ongoing searches for the next dean of the Lerner College of Business & Economics and there are currently three openings for vice presidents. One is the vice president for research, scholarship and innovation, and the others are a vice president of finance and accounting and the vice president for information technology.

Mr. Borel noted a robust agenda for this meeting and invited the administration to highlight those meaningful updates since the Committee's last meeting and also welcomed any questions or comments from the materials included in the appendix.

### III. Minutes for Approval

**Motion:**

To approve the minutes of April 13, 2022.

Motion moved by Donald Puglisi and motion seconded by Kathleen Hawkins. Approved as presented.

#### IV. For Information

Mr. Long opened the remarks to highlight the 7,600 American flags on the green recognizing the occasion of Veteran's Day. Mr. Long also noted the recent ribbon cutting for the park where Ceasar Rodney Resident Hall used to stand. This event had great state-wide participation and great comments about the partnership with the University of Delaware and its impact on the community.

Mr. Krawchyk provided an update on planning efforts at the Lewes Campus. The administration is currently running cost estimates based on initial study findings. In the first quarter of 2023.

Mr. Krawchyk moved to the STAR Campus planning process, and the plan includes holding space for some of the exciting federal initiatives that might be supported in the future. Following that process, we hope to continue to share information with others. Mr. Krawchyk reviewed the student experience master plan, which is a collaboration with Dr. Riera to consider the impact of spaces and residence halls on the student experience. A recent meeting with the external consultants highlighted that the university student body has a great affinity for the campus, which is not always what these external consultants find. That is true across university communities. Mr. Long added that this Committee will serve as a partner in this planning process with the division of student life and thinking about what needs to happen with existing spaces or new spaces. Those discussions are forthcoming. Ms. Remmler noted that this plan is also looking at student housing and student centers. Mr. Krawchyk acknowledged that the process moving forward will interrelate the feedback from the community with what appropriate facilities might look like. Dr. Williams asked whether sustainability was raised in these discussions, and Mr. Krawchyk acknowledged that it was.

Mr. Borel requested that the summary plan of each of these plans is shared with the Committee for its reference.

Mr. Krawchyk moved to the capital planning process and preliminary long-range planning discussions. This includes funding of projects, their parameters, and timelines for these projects. Mr. Krawchyk also acknowledged that fundraising might play a more significant role in the phasing of projects based on available funds. Mr. Long encouraged the Committee to provide reactions to these proposals during this upcoming section of the agenda.

Mr. Borel thanked Mr. Long for that point and noted that the Committee has looked at what the total opportunity cost could be, and now the discussion is to react to the proposed parameters on how the administration plans to proceed with its capital plan. Ms. Hutton provided a listing of capital projects as summarized by status, including in progress, future, planning or potential. She further provided a deeper exploration of those in progress projects and the areas of impact they have on the campus. Ms. Hutton reviewed all potential projects on that same level of category.

Ms. Hutton reviewed a slate of parameters for prioritizing capital projects as they relate to programmatic needs, funding sources and availability, and a proposed scoring matrix for reviewing capital projects.

Mr. Borel asked for any questions or feedback from the Committee. Mr. Marcozzi asked what the administration is seeking in terms of feedback. Mr. Long responded that the process includes multiple stakeholders and acknowledged that board oversight of these capital projects will help the administration level set its work. For example, if the Committee expected the administration to have 75% cash on hand to begin a project, or how to balance cash versus bequests. He noted that the scale the administration is proposing is adequate. Ms. Kelly noted that this is an opportunity to provide professional expertise and acknowledged the different matter of fiduciary oversight as a governing body. Ms. Kelly noted the Committee does not want to usurp the authority of the administration to drive this process. Mr. Long added the desire to have an established process where the administration can work with campus partners and provide additional clarity. Once that process is more clearly defined, it will help us define the broader potential portfolio and prioritize. Mr. Sannini noted it is a good input component but acknowledged that any system could be manipulated to generate a high score. Dr. Assanis agreed that there is a need to have flexibility and discretion around these types of framework and explained the complexity around decision-making in this space. Ms. Hawkins agreed that this framework will aid in assessing and ranking priorities but is a tool to begin that conversation.

Mr. Long shared that this process will provide a level of clarity for internal partners to think about how projects in a ten-year capital plan are prioritized, organized and reconsidered given moving components. Dr. Assanis added the importance of using a tool like this to help prioritize academic projects, in particular, and acknowledged factors including enrollment, research activity, and others for helping make a multifactorial decision. Mr. Borel agreed that this framework is a helpful tool as part of the decision-making process.

Mr. Borel next moved the discussion to a preliminary model that speaks more directly to funding sources and requirements. He acknowledged this is a piece also important for the Committee on Finance. Ms. Hutton noted that this concept is a flexible one which will not rigidly apply to all projects in the same way. Mr. Borel asked about the level of conversation to date among the senior administration on this set of parameters or is it a very early cut. Mr. Long noted this is an early model but informed by research conducted by Mr. Dicker which highlighted the level of diversity across higher education on this topic. Mr. Long stated that the outcome we hope to avoid is starting a project where funding does not exist to complete the project and some component is placed on hold until funds are available. The current emphasis is on the development of the capital plan and this process of establishing parameters will help shape the plan.

Dr. Puglisi asked when the administration plans to provide a capital plan to the Committee, and Mr. Long shared the expectation of providing a plan to this Committee and the Committee on Finance by the spring.

Dr. Assanis noted that there are some pre-steps that can be accomplished within the current spending authority of the president and others, and that process is sometimes essential in order to begin developing philanthropic interest and engagement. Ms. Remmler noted that we currently unclear around responsibility related to project overages or responsible parties for repayment of financing for certain projects.

Dr. Williams asked about the contextual impact of sustainability and how these scores might work differently. Mr. Long noted that those discussions around sustainability ultimately have a financial impact as well and will drive decision-making. Ms. Hutton acknowledged that the decision-making process for scoring sustainability of a project is adequate and current rather than set in stone. Dr. Dobler commented on the basis of need, from a faculty perspective, are the impact of outdated facilities as it relates to recruitment, retention and research capacity. Ms. Hutton pointed to the impact of the facilities condition index and how that plays a role in addressing deferred maintenance needs.

Mr. Borel noted the expectation that the capital plan will assist in thinking about what we're doing to meet those recruitment topics as well as the plans down the road that will make the case for sustainability moving forward. Mr. Borel summarized that the Committee appears supportive of the philosophy behind the frameworks shared by the administration, as well as the necessary flexibility that accompanies the frameworks.

Dr. Assanis invited the students to weigh in, and Mr. Crandall offered the payback period for some of these components, including geothermal, in analyzing these projects. Ms. Lencovich echoed the student sentiment around sustainability and noted much of the conversations in student government revolve around level-setting around expectations. Mr. Borel emphasized the Committee's interest in the capital plan.

Dr. Assanis spoke to the use of Hullahen Hall over the course of the pandemic and acknowledged the remote-work of the administration over that time. As the university returns to an in-person experience, the administration has identified an opportunity to reconsider the usage of Hullahen Hall. Many functions on the second and third floor are now relocated. Given the location of the building on the green, he emphasized the positive impact of returning the building toward a more student-facing posture. Services could include housing the Honors College, the Graduate College and ensure this space is spacious, ADA-compliant and possibly add other student services. Dr. Assanis shared that the building's initial use was as classroom spaces and over time has been designed to hold multiple private offices. Dr. Assanis offered a handful of potential imaginations that could take place. He noted that the project will likely cost \$60M and take several years, and this repurposing of the building could also address some deferred maintenance in the building and also help take the residences turned to administrative buildings could have additional savings.

Ms. Kelly added it is important to think about what the right space is for holding committee and full board meetings moving forward as we reimagine the space. Dr. Assanis acknowledged it is lacking in some technology investments.

Ms. Hutton noted the spaces that could be contemplated in order to fully vacate this space for such a renovation. Mr. Long added that leases would be required to be executed to decant these functions in order to renovate this space.

Ms. Hutton spoke to preliminary studies on Biden Interdisciplinary Social Sciences Building and the types of functions that could exist within this building. Ms. Hutton noted the 9 Innovation Way project as well as the design efforts for a cGMP facility. Mr. Long noted that the cGMP facility is currently being funded by external dollars and there is an optimism that additional funding will be secured to complete the project. Dr. Assanis shared that a large percentage of the cost for this project is related to the technology within the building. He added interest from both federal and state government.

Ms. Hutton provided a status update on Building X and the timeline of the project. Ms. Hutton provided an update on the East Campus Utility Project which is underway and will provide utility service to Building X. Ms. Hutton updated the Committee on the process to fit out the FinTech Innovation Hub on STAR Campus, which will service the College of Engineering and Lerner College of Business and Economics. Ms. Hutton also provided a status update on the construction of the Center for Intercultural Engagement.

V. For Approval

Ms. Hutton provided an update on the STAR Tower 9th Floor Fitout and this request is to fit out the 9th floor of STAR Tower which has been leased by the administration. A portion of the project has been bid out and the administration is seeking \$3M today and will request the remaining funds in February with an ambition to move into the space in July of 2023.

Dr. Assanis added that this will also provide an opportunity for the university to take occupancy to more of the STAR Tower and shared his ambition that the space could be moved toward academic space once Hullahen Hall is completed and functions return to the green. Mr. Krawchuk noted that the 9th Floor does include a conference room that would fit approximately 20 people. Mr. Long added that the 10th floor also has a large conference room that is fit out and will be offered to us furnished, as it would be more expensive to remove anything than to provide it to us as is with furnishing and technology.

Mr. Marcozzi asked whether the administration should forego the 9th floor and work within the 10th, and Dr. Assanis noted that not everyone would fit and the plan already compromises available space compared to steady state. Ms. Kelly added that the location is also ideal, where otherwise a non-university tenant might occupy the space.

VI. Resolutions

**Motion:**

To approve the resolution below as presented:

**WHEREAS**, the Committee on Grounds and Buildings has reviewed the following project summary and costs for design and construction, as provided by the Administration:

STAR Tower 9 <sup>th</sup> Floor Fitout	\$3,000,000;
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**NOW, THEREFORE, BE IT RESOLVED**, the Committee on Grounds and Buildings recommends for approval the STAR Tower 9th Floor Fitout and recommends that Administration be authorized to take any further action deemed necessary to implement the design and construction of the project.

Motion moved by Donald Puglisi and motion seconded by Robert Rider Jr. Approved as presented.

VII. Other Matters

Mr. Borel asked whether there were any additional topics to raise at this time, and there were no additional matters.

At this time, the committee adjourned for an executive session at approximately 11:10 a.m.

DRAFT MINUTES



# Finance Committee Minutes

University of Delaware

Nov 11, 2022 at 1:00 PM EST

@ 130 Hullihen Hall, Newark, DE 19716

## Attendance

### Members Present:

Dennis Assanis, John Cochran, Terri Kelly, Terence Murphy, Donald Puglisi, Edmond Sannini

### Members Present (Remote):

Jim Borel, Beth Cooper, Donna Fontana, David Spartin

### Guests Present:

Beth Brand, James Butkiewicz, Roxanne Evande, Jonathan Hezel, Lisa Kelly, Peter Krawchyk, Julia Lencovich, John Long, Mandy Minner, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Brent Schrader, Keith Walter

### Guests Present (Remote):

Glenn Carter

### Guests Absent:

Melissa Bard, Laura Carlson, Jim Dicker, Laure Ergin, Kelvin Lee

#### I. Call to Order

Dr. Puglisi called the meeting to order at approximately 1:08 p.m. and welcomed all in attendance.

#### II. Presidential Update

Dr. Assanis has yielded his time.

#### III. Minutes for Approval - April 14, 2022

##### Motion:

To approve the minutes of April 14, 2022 as presented.

Motion moved by Terence Murphy and motion seconded by Edmond Sannini. Approved as presented.

#### IV. Regular Items

##### A. Investment Visiting Committee Update

Mr. Walter began with a 10-year review of market performance and highlighted a return 131 basis points ahead of benchmark and against peers. In reviewing the Pooled Investment Portfolio (PIP) market value as of 9/30/22, the endowment has \$1.65B in permanent endowment funds and \$225M in operating funds. Since the end of September the portfolio is up slightly, approximately 2%.

Dr. Puglisi noted the discussion of the Investment Visiting Committee and recommended the investments office return with an update on the strategy with regard to the funds functioning as endowment and liquidity.

Mr. Walter provided a review of the endowment return objectives over the past 5 years and highlighted a few key metrics. Mr. Walter presented the PIP asset allocation and noted the Investment Visiting Committee's decision yesterday to start to return toward a neutral allocation to global equity on a phased basis. Dr. Puglisi reiterated the decision to take a phased in approach and revisit at the next meeting. Mr. Walter noted the endowment is not invested in anything related to FTX, which declared bankruptcy this week in the cryptocurrency space.

Mr. Long asked about the concept of ESG as it relates to our strategy and asked Mr. Walter to speak to the market. Mr. Walter noted there have been ongoing discussions around ESG, and all managers have an ESG policy that is monitored and reviewed on an ongoing basis. The investments office has not taken the step of investing directly into ESG funds and performance considerations have been highlighted when reviewing those funds. The endowment is less exposed than benchmark and peers to fossil fuels and has a strategy to move away from those investments over time, but we have not made any formal statements to that subject.

Dr. Puglisi summarized the controversy at the Investment Visiting Committee meeting as to whether inflation will continue or abate and will the landing be hard or soft, consistent with the view of interest rates. The Committee did not reach a consensus but requested that the administration return to the Committee with strategy recommendations. Dr. Assanis asked about the PIP allocation to fixed income, and Mr. Walter noted that 20% of the portfolio is allocated to fixed income and that allocation consists of relatively short-duration bonds. Dr. Puglisi noted that there are opportunities to consider a different allocation strategy based on our belief of what will happen with regard to inflation, interest rates and market performance.

## B. Financial Update

## 1. Fiscal 2022 Actual Results

Ms. Minner began with a review of the fiscal year 2022. Year-end all funds operating surplus is \$54.1M, which represents an operating margin of 4.8%, driven by one-time funds. This surplus is not available to reinvest given the amount of one-time funds that contributed to the reported surplus. Ms. Minner reviewed the rollover of provost unit funds and then one-time funds not anticipated in future year. Dr. Puglisi noted that the Audit Visiting Committee met recently and fiscal year 2022 operating income was reported at approximately \$15.4M. Ms. Remmler noted that the significance of the net tuition being down is that it is a recurring impact on the long-term budget strategy.

Ms. Kelly reviewed fiscal year 2022 operating liquidity, noting that liquidity is above both 60- and 90-day targets despite a decline in the market value the operating investments in the pooled portfolio due to the \$20M annual withdrawal and market downturn. Ms. Kelly also indicated the \$100M line of credit the university holds, which has not been utilized.

## 2. Fall 2022 Update

Ms. Minner noted the estimated net tuition increase is approximately \$8M compared to budget. The Graduate College reported a record number of doctoral degrees conferred as well as growth in the diversity of the student body and growth of self-paying masters students. Ms. Minner also spoke to the update in housing and dining with a 6.7% net revenue increase.

Mr. Cochran asked about the prevalence of 4+1 programs at the university and how the fifth year is funded, and Dr. Assanis explained some of the intricacies of those programs. Dr. Carlson added her excitement around the partnership with Delaware State University to have a pipeline toward an engineering degree and looking at other opportunities to partner with Delaware State. Mr. Cochran noted these programs could also be revenue-generating programs that support student need.

Ms. Minner spoke to the increase in financial aid, which is a topic common across higher education, and noted that the university funds greater of 80% of financial aid provided to undergraduate students. She explained the competing interests related to increasing access while meeting student financial need. Ms. Remmler emphasized impact of net tuition revenue decreases rather than a focus on the discount rate as a solitary target.

### 3. Fiscal 2024 State Requests

Ms. Minner noted that Dr. Assanis will speak to the Office of Management and Budget next week to request an additional \$4.5M in operating funds, \$4M for the First State Promise to match UD's investment and \$0.5M for the UD/DSU joint engineering degree program. There is a direct capital request for \$30M to support deferred maintenance for laboratories, and a request of \$27.5M over four years to support NIIMBL. Dr. Puglisi noted that if we receive all of these funds, it would help offset some deferred maintenance needs.

### 4. Long-Range Planning Update

Ms. Minner shared that the long-range planning sensitivities presented are for planning purposes only, and Ms. Remmler added that this is intended to help illustrate our thinking. Ms. Minner emphasized the importance of considering all components when implementing the long-range plan in the context of the strategic plan. The plan is built off the base budget from fiscal year 2023. She noted materials presented are not intended to propose a preferred strategy but rather to describe implications as they relate to the budget.

Ms. Remmler informed the Committee that much of these calculations are currently being done manually, and the administration is implementing a system that will allow for more real-time monitoring as well as provide visualizations that are more impactful for discussion.

Ms. Minner spoke to long-range planning for capital projects, and began with a review of projects by their current status. Ms. Minner reviewed the preliminary plan which estimates a range of \$2.0-2.5B in total project costs. These projects would be funded through both internal and external sources. Ms. Minner reviewed the project status definitions and how they will be fluid over time as projects move through their phases of development or are deferred. Mr. Long acknowledged there will not be adequate resources to execute on the entire potential portfolio of \$2.5B and next the administration will work to prioritize and phase the projects that align with the strategic plan.

Ms. Minner provided an overview of projects in process and noted the category breakdown across education and research, routine maintenance, student success and experience, and other purposes. She next applied those same categories to the entire

portfolio under consideration, rather than just those in progress. Mr. Long added that capital is not just buildings, but IT and infrastructure are also considered capital investments.

Ms. Minner reviewed the potential parameters for project prioritization, and highlighted components including cash on hand, fundraising, and deferred maintenance impact. She reviewed the importance of the prioritization of projects to explore planning and fundraising opportunities and to gauge project interest and feasibility. This process is also intended to provide more structure around the ways in which we finance projects, define the responsibility for projects that exceed budget, define who is responsible for financing and repaying those debts. Dr. Puglisi noted that this structure does not currently exist.

Ms. Minner presented a hypothetical rating matrix as a process to help review and prioritize projects. This framework is not intended to be an inflexible ranking but rather to help inform conversations and apply a common framework to project discussions. Mr. Long added that a more formalized process will help educate internal constituents about how to think strategically around new capital projects. Ms. Fontana asked how the administration was defining sustainability, and Mr. Long responded that that level of detail is not yet established but rather an indication that sustainability is among the aspects to be considered. Ms. Remmler added that there are likely additional measurements that would be considered beyond the parameters of the sample matrix.

Mr. Long spoke to the system the administration uses to define deferred maintenance and how the components of that scoring system would have parallels to the proposed matrix. Dr. Assanis spoke to the importance of considering a matrix within a larger framework, as an overly rigid process will not serve the university well.

Dr. Assanis spoke to his vision for the future of Hullahen Hall and the ability to potentially solve multiple challenges related to deferred maintenance by relocating or consolidating spaces across the campus. Dr. Carlson added there are opportunities to apply this type of thinking to the academic realm as well, thinking about throughput of students in existing spaces or the relative impact of renovating an aging space versus repurposing it for another use.

#### C. FY 2024 Enrollment Target & Financial Aid Planning

Ms. Minner informed the Committee that preliminary fiscal year 2024 enrollment target and financial aid planning is underway. External consultants have recommended a target first-year class size of 4,200 with a 34% discount rate. Ms. Minner noted this discount calculation assumes the university will receive the \$4M it is requesting from the state for the First State Promise program. Ms. Fontana asked whether 4,200 is the right class size, and Ms. Remmler explained the process the university engages with its external consultants to review multiple strategies and identify a preferred outcome. The consultants contribute toward modeling yield and supporting strategies to build the class.

Dr. Puglisi noted that if the Committee is to assume an incoming class of 4,200 and the assumption that the first-time freshmen net revenue is indicative of a steady state, then net tuition revenue would be \$308M. Ms. Minner agreed with the calculation and acknowledged that figure is a challenge. Mr. Cochran added that the revenue also has to be considered relative to expenses. Dr. Puglisi stated this outcome will inhibit the university in certain ways, and Ms. Remmler pointed to the intention to build a multi-year enrollment plan to be able to better calibrate strategy. Dr. Puglisi acknowledged the benefit of multi-year enrollment planning but emphasized a need to increase net tuition revenue.

Dr. Assanis shared that the resident students have a fairly steady enrollment level and an opportunity exists to think about the non-resident population. Dr. Puglisi noted additional opportunities to grow masters programs and graduate tuition revenue. Dr. Puglisi emphasized to the faculty and students that this challenge is something all of higher education is facing and the Board is focused on strategies to address the challenge.

Ms. Cooper asked about whether the continuing tuition revenue data should be broken down by year rather than being comingled, and Dr. Puglisi acknowledged those data exist and the administration presented a narrower table for ease of review. Dr. Assanis added the need to think about this topic also in context with our mission and to the benefit of the university community. Increasing diversity has multiple benefits and doing so is a commitment the university has made. Dr. Assanis cautioned that a dilemma to be managed is ensuring we don't create an environment where resident and non-resident students feel they are different populations. Mr. Sannini asked about the final discount rate for the first-year class this fall, and Mr. Morrison noted it was between 38-39%. The Committee asked about how that discount is experienced as students continue their academic program, and the Committee discussed the impact on overall financial aid

distribution. Ms. Fontana acknowledged that progress in diversifying the student body, especially as it relates to increasing the number of Pell students, will provide additional pressures on the discount rate.

#### D. Grounds & Buildings

Mr. Long reviewed the STAR Tower 9th Floor Fitout which is an enabling project to decant Hullahen Hall in order to rebuild the space for student-facing purposes. The administration is requesting permission to put the furniture and walls into the 9th floor, where the lease has already been secured. He noted another trustee noted this project was moving forward before plans for Hullahen Hall were available and he emphasized the need to move in a timely way to secure the leases before it was occupied by another tenant and the opportunity missed.

#### E. Other Matters

##### 1. Gifts

Ms. Kelly provided an update on gifts received and there is no action required.

##### 2. Davis Trust

Ms. Kelly reviewed the Davis Trust and the income received and its uses for the past year and following year.

##### 3. Recommendation on Endowments

Ms. Kelly noted 40 new endowments were established and no board action was required.

##### 4. Accounts Receivable Delinquencies

Ms. Kelly noted that approximately 1.6% of accounts receivable were found to be uncollectible, and one rises to the level of board approval. There is a resolution to approve that write off.

Ms. Kelly reviewed the trend of student write-offs from 2015 to present day, and the write-offs have returned to pre-COVID levels. Ms. Fontana asked about the nature of these write-offs, and whether they include outstanding balances or active students with financial difficulties. Ms. Kelly noted these figures included both active students and those with an outstanding balance. Ms. Remmler informed the Committee that the

review of these accounts and choosing to move a debt to collections is thoughtfully considered.

Dr. Assanis asked whether Mr. Morrison might speak to strategies to provide special aid, like a last mile scholarship, rather than writing off the debt at the end. Mr. Morrison noted that the university maintains a fund to support students with unforeseen need, should they elect to request help. Ms. Kelly asked whether we have compared ourselves to peers, and Mr. Morrison responded receivables are going up and he expects that is true across peer institutions. Mr. Morrison noted there are a number of students each year who are unable to pay for the semester, and the administration has allowed more leniency for students to continue with class registration in order to allow students to persist but it comes with a consequence of carrying a higher potential balance. Ms. Remmler confirmed that it is comparable with peers. Dr. Puglisi noted he was happy to see the accounts receivable at this level.

Dr. Puglisi asked if Mr. Morrison would provide a brief update on applications for fall 2023. Mr. Morrison presented that the early action program is up 33% year-over-year, and Dr. Puglisi asked whether this is driven in part by students applying to more universities. Mr. Morrison stated that may play a role and we have seen a subsequent decrease in regular decision applications as well. Overall, there is a growth of 13% year-over-year. Mr. Sannini asked whether we continue to be test-optional for all applicants, and Mr. Morrison noted approximately 60% of students do not submit test scores. Ms. Fontana considered that decision to be test optional as a faculty senate decision, which is extended, but not a permanent test optional decision.

Dr. Assanis asked what projections might be for the total applicant pool given we are currently near 26k applications, and Mr. Morrison shared that it might be possible to go as high as 10% above last year, which would be around 35k applications. Dr. Puglisi asked whether the university has considered early decision as a strategy, and Mr. Morrison noted there have not been any strong developments in that direction and he spoke to the limitations of that strategy. Dr. Puglisi asked whether early decision is a competitive disadvantage, and the students noted that many peers do not like the concept of being bound to a single school.

Dr. Butkiewicz noted that about five years ago there was a drive to recruit international students who would not require such a discount rate, and he asked about the current enrollment of international students and the future given international tensions. Mr. Morrison noted international applications are trending up approximately 20% and is

driven by China, South Korea and India. He noted that not all international students are equally resourced in order to support tuition.

## 5. Supplier Diversity Update

Ms. Daniels provided an update on her work in the role of chief supplier diversity officer. She provided a background on her past experience in this space. She provided the current staffing of the office and plans to design steps forward over the next eighteen months. Mr. Long added that this process is building the program from the ground up and once those tasks are completed there will be an opportunity to scale. Ms. Daniels noted her goal of identifying opportunities to increase use of diverse suppliers throughout the university. She's identified some data challenges, and Dr. Puglisi clarified that the goal is to source diversity but also to prioritize local businesses. Ms. Daniels noted that of the MBE, WBE, SPE and VBE vendors, only 30 were certified in Delaware and others were certified in other states. In a review of past years, from 2017-2021 she identified a spend of \$1.69M. Mr. Long identified that as a miss given our budget scope we can be engaged with more businesses. This level is not intentional but rather driven by a lack of awareness, education and engagement with the local business community.

Dr. Puglisi asked whether contractors have a requirement for a certain level of MBE/WBE for subcontractors, and Ms. Daniels noted some firms have that type of requirement or for certain types of funds. Mr. Long noted the administration is working on a supplier diversity plan in order to drive progress in that space.

Ms. Daniels spoke to recent successes related to supplier diversity, including holding introductory meetings with suppliers and community partners to help drive engagement and education with the local community. She presented on the supplier diversity summit in early August, which drew 180 attendees across 5 states, and strong engagement from the university community. This yielded 300 additional suppliers of interest. She reviewed the existing memberships, internal activities and external activities. She focused on the challenge of lacking a centralized certification platform and that when those certifications lapse, they are removed from those databased. She is working with those partnerships to drive progress with these vendors.

Ms. Daniels spoke to the next steps for the campus community to better understand supplier diversity, develop a marketing and communications plan, and develop metrics, goals and score cards. She identified an opportunity to increase the supplier base so we have qualified partners. She noted this is a function of economic development that is

interrelated with supporting the state economy. Mr. Sannini clarified that the categorization is related to the ownership of the business, and Ms. Daniels confirmed. Ms. Daniels overviewed her strategy around relationships and future collaborations and she shared her excitement around working with the existing infrastructure to drive supplier diversity. She noted we can play a critical role in supporting these community partners in order to make progress for ourselves and those organizations. Ms. Daniels noted there is a future event scheduled in March that will provide education and training to these small businesses and our investment in supporting those businesses also helps strengthen the relationship with the University of Delaware. She spoke to future plans to drive economic development and elevate the work of the University of Delaware.

Dr. Assanis asked Ms. Daniels to speak to the partners in the university to do this work, and Ms. Daniels noted ongoing partnerships with procurement, athletics, career services, marketing, and student life to drive these partnerships. She noted one supplier that wants to hire interns and the desire to drive those partnerships to support the university and its community members.

Mr. Long prepared the Committee to know that the university is now making strides and leading the efforts of supplier diversity in the state, and with the partnership of the faculty we will drive results.

F. Resolutions

**Motion:**

To approve the following resolution as presented:

**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 2023, and that the University's need for the balance of the Trust income for FY

2023 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.

Motion moved by Terence Murphy and motion seconded by Edmond Sannini.  
Motion approved.

**Motion:**

To approve the following resolution as presented:

**WHEREAS**, certain accounts receivable balances, from time to time, are determined to be uncollectible and should be written off as bad debt;

**WHEREAS**, the following accounts receivable balance has been determined by the Administration to be uncollectible:

- A private company engaged the University to conduct research and analysis related to malware detection. There are 11 invoices outstanding dated between April 2019 and August 2020 totaling \$116,958.81. Payments on these invoices ceased after the primary owner died in 2019. This balance is deemed uncollectible due to unsuccessful internal and external efforts to collect.

**WHEREAS**, the above accounts receivable balance exceeds \$100,000 in value and therefore requires Board of Trustee approval;

**NOW, THEREFORE, BE IT RESOLVED**, the Committee on Finance recommends to the Board approval of the write-off listed above.

Motion moved by Terence Murphy and motion seconded by Edmond Sannini.  
Passes

**Motion:**

To approve the following resolution as presented:

**WHEREAS**, the Committee on Finance has reviewed the following project summary and costs for design and construction, as provided by the Administration:

STAR Tower 9th Floor Fitout	\$3,000,000;
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**NOW, THEREFORE, BE IT RESOLVED**, the Committee on Finance recommends for approval the STAR Tower 9th Floor Fitout and recommends that the Administration be authorized to take any further action deemed necessary to implement the design and construction of the project.

Motion moved by Jim Borel and motion seconded by Edmond Sannini. Motion Passes.

V. Adjournment

Meeting adjourned for an executive session at approximately 2:29 p.m.

DRAFT MINUTES



# Nominating Committee Minutes

University of Delaware  
Nov 17, 2022 at 10:00 AM EST  
@ 130 Hullihen Hall, Newark, DE 19716

## Attendance

### Members Present:

Claire DeMatteis, Terri Kelly, William Lafferty, Donald Puglisi

### Members Present (Remote):

John Cochran, Terence Murphy, David Spartin

### Members Absent:

Allison Castellanos, Joan Coker

### Guests Present:

Beth Brand, Brent Schrader

### Guests Present (Remote):

Laure Ergin

#### I. Call to Order

Mr. Murphy called the meeting to order at approximately 10:03am and welcomed all in attendance.

#### II. Minutes for Approval

##### Motion:

To approve the minutes of May 6, 2022 as presented.

Motion moved by John Cochran and motion seconded by David Spartin. Minutes approved as presented.

#### III. Board Development Discussion

##### A. Annual Retreat Feedback

The Committee reviewed feedback from the annual retreat and considered strategies to implement feedback in future planning in consultation with fellow board members.

#### IV. Board Pipeline Discussion

The Committee reviewed the status of board members approaching eligibility for reappointment. The Committee also reviewed prospective board candidates and discussed skills and attributes that would complement current board composition.

V. Recommendations

The Committee recommended an invitation to serve on the Board of Trustees to a candidate with the intention to nominate said candidate at the Board of Trustees semiannual meeting in December.

VI. Other Business

VII. Adjourn

With no additional business, the Committee adjourned its meeting at approximately 11:25 a.m.

VIII. Appendix

DRAFT MINUTES



# Executive Committee Minutes

University of Delaware  
Nov 18, 2022 at 11:00 AM EST

## Attendance

### Members Present:

Dennis Assanis, John Cochran, Claire DeMatteis, Donna Fontana, Terri Kelly, William Lafferty, Donald Puglisi

### Members Present (Remote):

Jim Borel

### Members Absent:

Terence Murphy

### Guests Present:

Melissa Bard, Jennifer Becnel-Guzzo, Beth Brand, Jim Dicker, Roxanne Evande, Tori Glover, Adam Levine, John Long, Mandy Minner, Mary Remmler, William Repetto, Brent Schrader, Chris Williams

### Guests Present (Remote):

Laura Carlson, Glenn Carter, Laure Ergin, Kelvin Lee, Chrissi Rawak, Rhett Ruggiero

### Guests Absent:

Fatimah Conley, Nancy Getchell, Peter Krawchyk

#### I. Call to Order

Ms. Kelly called the meeting to order at approximately 11:01 a.m. and welcomed all in attendance.

#### II. Minutes for Approval

##### Motion:

To approve the May 6, 2022 minutes of the Committee.

Motion moved by Donald Puglisi and motion seconded by Donna Fontana. To approve the minutes as amended.

#### III. Report of the President

Dr. Assanis wished everyone well in advance of the Thanksgiving holiday and noted the upcoming football game against Villanova. Dr. Assanis noted the newly formed presidential student advisory council continues to meet, and the most recent meeting

included discussion of controversial speakers on campus and freedom of speech as well as campus safety. The students provided ideas and the administration will continue to reflect on the students' input. Ms. Ergin noted that the meeting went very well and was well led by Dr. Riera, and she observed that many of the actions the administration thought were effectively communicated were unknown to the students in attendance. The feedback will help the administration improve its communications processes. Dr. Assanis agreed that the student's feedback around speed, quality and frequency of communication is an area of opportunity. He shared one example where students made a suggestion that the administration had already instituted.

Dr. Assanis updated the Committee on current leadership searches, and began with the newly formed search committee for the next dean of the Lerner College of Business and Economics. There is also a search ongoing for the vice president for research, scholarship and innovation. Dr. Assanis shared a synopsis of the discussion of entrepreneurship and innovation that took place at the Committee on Public Affairs & Advancement on how we as a university work internally and with external partners to drive innovation and entrepreneurship. Dr. Assanis provided progress on the search process and invited those members of the search committee to provide any additional thoughts.

Dr. Assanis reminded the Committee that the administration continues to translate the strategic plan into operational goals. He highlighted the importance of a multi-year enrollment management plan and the ongoing review of capital plans. Dr. Assanis noted that administrative spaces account for approximately 10% of the total campus footprint and looking forward the administration is envisioning how to repurpose Hullihen Hall as a primarily student-facing space.

#### IV. Reports of the Standing Committees of the Board

##### A. Public Affairs & Advancement

Ms. DeMatteis reported the meeting of November 2, 2022, including a report of the Southern Delaware Visiting Committee which met in Lewes in September. That Committee will hold its next meeting at a venue in Kent County.

Ms. Dematteis reviewed Dr. Assanis' presentation to the Committee and the economic impact report. The Committee received updates from Federal Relations as well as State and Government Relations, and provided guidance on the upcoming elections. She invited Mr. Ruggerio to add any additional salient points regarding the results of the elections.

Ms. DeMatteis provided an update conversations with the Governor's office to advocate for additional funding for the Delaware Promise Program and other initiatives in the Governor's recommended budget. The Committee received a presentation on the student experience campus master planning process, driven by Dr. Riera. The Committee updated its charge to include oversight of innovation and entrepreneurship and received an update from Dr. Korley. Ms. DeMatteis noted that the Committee received a presentation in executive session from the university's campaign consultant regarding the conclusion of the capital campaign and potential strategies moving forward.

Mr. Ruggerio noted that the general election did not result in significant changes but the primaries resulted in an increase in progressive candidates. This matches trends in New Jersey and Maryland, while other states moved similarly more conservative. He noted the administration has begun outreach to newly elected officials.

B. Student Life & Athletics

Mr. Lafferty provided an update on Committee's meeting of November 3, 2022. The Committee received reports from the Student Government Association, the Student Athlete Advisory Committee and the Graduate Student Government. He highlighted the update from Dr. Assanis, presentations from the office of student life, updates on a second phase of development and new construction at the athletics complex, increasing engagement with the corporate community, and updates related to diversity, equity and inclusion in the student-athlete update. The student presentations highlighted progress on the student experience master plan and a discussion to address and support challenges related to the graduate student experience. In executive session the Committee further discussed the graduate student experience and how to be responsive to that feedback.

C. Academic Affairs

Ms. Fontana reported on the meeting of November 3, 2022. The Committee welcomed three new members, two of whom who are new to the Board of Trustees. The Committee received an update on the economic development report and noted the intentional effort to drive more discussions within the

Committee meeting and even changed seating assignments to encourage discussion. The Committee reserved time for discussion with framing questions that were shared in the meeting around multi-year enrollment planning and the potential impact of the pending SCOTUS decision around race in admissions. The Committee also discussed ways to enhance the Associate in Arts Program to ensure it's perceived as aligned with the University of Delaware experience and considered among multiple avenues toward a degree from the university. There was also a discussion around the subject of social mobility and its impact on the University. The Committee will continue to iterate agenda format to drive meaningful engagement moving forward.

D. Honorary Degrees & Awards

Mr. Cochran provided an update on Committee's meeting met on November 4, 2022 on behalf of Committee Chair Norris. The Committee received a report on the work of the Provost's and Secretary's offices to execute on the strategy for Commencement 2023. The Committee identified a short-list of potential speakers for Commencement to help inform the honorary degree class of 2023. Mr. Cochran noted that typically four or five individuals receive a honorary degree each year.

The Committee reviewed recent recipients of the Medal of Distinction, and highlighted Charlie Horn as the most recent recipient of the Medal of Distinction at the 10th anniversary of the Horn Program. The Committee discussed future recipients and a discussion of how to present these awards at events and in ways that best recognize the honorees. The Committee reviewed the list of recipients who have yet to be recognized but were approved by the Committee. Mr. Cochran encouraged faculty participation in identifying potential candidates for recognition through the Medal of Distinction or Honorary Degree.

E. Grounds & Buildings

Mr. Borel spoke to the Committee meeting of November 11, 2022 and the review of several ongoing master planning projects, preliminary structure for the capital plan and how to prioritize projects moving forward. Mr. Borel highlighted the one item for action for the Committee, which is the fit out of the 9th floor of STAR Tower to enable the reimagination of Hullahen Hall. He noted the potential total

cost of \$4.5-5M and noted the resolution under consideration today is for \$3M for this process. The Committees on Grounds & Buildings and Finance both recommended approval of this project.

F. Finance

Dr. Puglisi reported on the November 11, 2022 meeting of the Finance Committee. He reviewed the performance of the pooled investment portfolio (PIP) against peers and benchmark, including the fact that the PIP experienced better than benchmark returns while assuming less risk. As of September 30, 2022 the PIP had a market value of \$1.87B. He reported on the allocation of \$20M per year being drawn down by funds functioning as endowment and whether that money ought to instead be withdrawn from the intermediate investment fund versus PIP. Dr. Puglisi reviewed metrics overseeing the performance objectives for the endowment, including performance versus passive benchmark, performance versus dynamic benchmark, and performance against endowment peers. By these measurements the PIP is performing quite well. Dr. Puglisi reviewed the asset allocation of the endowment, highlighting that the endowment was underweight to global equity and overweight to fixed income. This allocation was set based on the economic outlook in late 2021. This strategy had a positive impact on performance over the near term. After the most recent meeting of the Investment Visiting Committee, the Committee decided to reallocate toward a neutral position in global equities at a phased pace and will monitor those efforts. The Committee was very divided on interest rates and inflation and the future outlook for both topics, and as a result, the Committee did not take any action and asked the administration to review and provide a recommendation at the Committee's next meeting.

Dr. Puglisi reviewed the performance of fiscal year 2022 all funds operating surplus of \$54.1M, and noted this surplus was driven primarily by one-time funding and lower expenses than planned in a normal operating environment. This is not indicative of steady-state operations for the university, although better than we might have hoped for. The Committee also reviewed operating liquidity, which is satisfactory, and there is no plan to draw down on the \$100M line of credit. Dr. Puglisi reviewed discussions of enrollment management, state budget requests and financial aid planning. Dr. Puglisi spoke to the trends of tuition discount rates at the university, and while an issue being experienced nationally, is a practice that is utilized to help build our class of students. Dr.

Puglisi acknowledged the justification of the practice and highlighted concern around how tuition discounts are funded. He highlighted the need for additional scholarships or growth in the endowment to provide sufficient supporting dollars.

Dr. Puglisi noted the Committee also discussed long-range planning, one project for approval, gifts to the university, the Davis Trust and a debt write off for approval. Dr. Puglisi noted the presentation on supplier diversity from Ms. Daniels and highlighted her exceptional background and her expected success in increasing supplier diversity at the university.

Ms. Kelly asked about internal versus external funding for tuition compared to peers and Ms. Remmler noted that this level of data is difficult to identify. Ms. Remmler added that the administrator's decision to more intentionally invest in access and diversity have had a more noticeable impact compared to prior efforts. She spoke to the plan for a multi-year enrollment strategy which will consider both undergraduate and graduate student enrollment as well as how to utilize the full calendar year and winter and summer sessions. Dr. Assanis added that data collection is further complicated in the ways in which the university shares characteristics with both independent and public institutions. He highlighted that independent institutions that provide greater financial support to their students also have much larger endowments. Ms. Remmler noted that the available data is supportive for conversations with donors and with the state to ensure adequate support for students. Ms. Fontana noted the Committee on Academic Affairs discussed whether the university could identify strategies to enroll and onboard transfer students year round.

Dr. Assanis invited Mr. Morrison to provide an enrollment update, and Mr. Morrison shared that the early action program experienced a growth of 33% in early action applications and year-over-year overall application numbers are 12% ahead. The growth in early action was dramatic and peers have not reported similar growth. Mr. Morrison acknowledged the importance of the remainder of the process as we provide admissions results to those early action individuals. Applications are also up 10% in military-connected applicants and up 10% in resident applications. International is up 20% as well, but is a small overall number. Mr. Morrison reported the pool has also experienced growth in underrepresented students as well.

Ms. Fontana noted advertisements in the region where public institutions are advertising to nearby states for prospective students. Mr. Morrison that these strategies to try to recruit non-resident students are more common at institutions with greater enrollment challenges. Dr. Puglisi acknowledged there will be additional challenges from nearby states, and Ms. Fontana cautioned against competing on offering the lowest price.

Dr. Assanis identified an ongoing opportunity to raise awareness around the scholarship program, First State Promise, which provides for families of students making less than \$75,000 per year to attend the University for free.

V. Report of the Diversity, Equity & Inclusion Ad Hoc Committee

Ms. Kelly provided an update on the Board's new Committee on Diversity, Equity and Inclusion and efforts to effectively oversee progress in this space. She reported on the composition of the Committee and the intention to ensure all standing committees are represented in the work of this group. During its inaugural meeting the Committee reviewed its charge and had a robust discussion around how to continue to oversee and provide education to the full membership on this topic. The Committee discussed how often initiatives to make progress in addressing climate are considered opposing forces to other strategic goals. The Committee is seeking ways to utilize data to oversee progress against the university's strategic plan. Ms. Glover asked whether students are on this Committee and encouraged student participation. Ms. Kelly thanked Ms. Glover for that feedback and made note to consider student engagement moving forward.

VI. For Approval

**Motion:**

To approve the consent agenda of resolutions submitted to the Committee.

On a motion made and seconded, the below resolutions were approved as presented.

A. Recognition of Gifts

B. Academic Resolutions

**WHEREAS**, the Department of Medical and Molecular Sciences has offered, provisionally for five years, a major in Applied Molecular Biology and Biotechnology, and

**WHEREAS**, the Department of Medical and Molecular Sciences continues to have a growing number of students who choose to study Applied Molecular Biology and Biotechnology, and

**WHEREAS**, these students have been served well by a rigorous academic degree that prepares them for employment in the biotech/biopharm and molecular diagnostic sectors or for continued study at the graduate or professional school level, and

**WHEREAS**, the program has received the full support of Medical and Molecular Sciences faculty as well as the faculty in all programs affected by the curriculum,

**WHEREAS**, the Faculty Senate recommends approval of permanent status for the Applied Molecular Biology and Biotechnology major, and

**WHEREAS**, the Administration also recommends approval of permanent status for the Applied Molecular Biology and Biotechnology major,

**NOW THEREFORE, BE IT RESOLVED**, that the Executive Committee recommends for approval to the Board of Trustees the permanent approval of the major entitled Applied Molecular Biology and Biotechnology effective July 1, 2022.

\*\*\*

**WHEREAS**, undergraduates are drawn to the University of Delaware for its leadership and innovation in international education, including the founding, in 1923, of the first study abroad program by a U.S. institution, and

**WHEREAS**, the Center for Global Programs & Services, in collaboration with Enrollment Management, University faculty and campus stakeholders, have developed the World Scholars Program, a learner-centered four-year framework for internationalizing the undergraduate careers of highly motivated and top performing undergraduates with a strong interest in global issues, and

**WHEREAS**, students integrate their academic and co-curricular interests, both on campus and abroad, through coursework and participation in a first-year semester abroad, residence in International House living learning community, a second study abroad experience, and a capstone symposium, and

**WHEREAS**, the proposed course of study contributes to the University's strategic goal of "strengthening interdisciplinary and global programs" and prepares students who are "engaged citizens, involved in the world around them," and

**WHEREAS**, the Faculty Senate recommends approval of permanent status for the World Scholars Program course of study, and

**WHEREAS**, the Administration also recommends approval of permanent status for the World Scholars Program course of study,

**NOW THEREFORE, BE IT RESOLVED**, that the Executive Committee recommends for approval to the Board of Trustees the permanent approval of the World Scholars Program course of study, effective July 1, 2022.

\*\*\*

**BE IT RESOLVED** to recognize the personnel actions (appointments of new continuing track faculty and instructors; tenured faculty; and named professors) presented in the November 3, 2022 meeting booklet of the Trustee Committee on Academic Affairs as contained in Appendix A.

C. Edward C. Davis Trust

**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 2023, and that the University's need for the balance of the Trust income for FY 2023 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.

D. Accounts Receivable Write-Off

**WHEREAS**, certain accounts receivable balances, from time to time, are determined to be uncollectible and should be written off as bad debt;

**WHEREAS**, the following accounts receivable balance has been determined by the Administration to be uncollectible:

- A private company engaged the University to conduct research and analysis related to malware detection. There are 11 invoices outstanding dated between April 2019 and August 2020 totaling \$116,958.81. Payments on these invoices ceased after the

primary owner died in 2019. This balance is deemed uncollectible due to unsuccessful internal and external efforts to collect.

**WHEREAS**, the above accounts receivable balance exceeds \$100,000 in value and therefore requires Board of Trustee approval;

**NOW, THEREFORE, BE IT RESOLVED**, the Executive Committee recommends to the Board approval of the write-off listed above.

E. STAR Tower 9th Floor Fitout

**WHEREAS**, the Executive Committee has reviewed the following project summary and costs for design and construction, as provided by the Administration:

STAR Tower 9th Floor Fitout	\$3,000,000;
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**NOW, THEREFORE, BE IT RESOLVED**, the Executive Committee approves the STAR Tower 9th Floor Fitout and authorizes the Administration to take any further action deemed necessary to implement the design and construction of the project.

VII. Other Business

Ms. Kelly asked if the students have any additional comments, and Mr. Repetto reiterated the graduate student needs around mental health, housing and adequate financial support. He noted that these requests aren't driven by greed but an acknowledgement of the many challenges related to the graduate student experience and that these challenges are additional pressures to an already challenging process. He highlighted the objective to find a solution that is fair for all parties. Ms. Evande provided additional context on the challenges and demands to doctoral students.

Ms. Kelly responded to that feedback to identify these challenges as an important priority for the Board. Mr. Lafferty added that the conversation was not received as complaints but as serious issues to address.

Mr. Levine spoke to the positive progress on the student experience master plan and the meaningful participation with the external consultant supporting the process. Mr. Levine spoke to the winter session opportunities and onboarding transfer students. Ms. Glover added that the experiences and challenges of graduate students also have an impact on undergraduates as those teaching assistants and graduate assistants engage with the undergraduate student body.

VIII. Adjourn

With no additional discussion topics, the Committee adjourned for an executive session at approximately 12:05p.m.

DRAFT MINUTES

## APPENDIX A

### FACULTY PERSONNEL ACTIONS

#### 1. New Faculty Appointments

Instructor – Continuing Track:

<b>Name</b>	<b>Academic Unit</b>
Kimberly Hopkins	School of Nursing
Alison Rainis	Hospitality Business Management

Assistant Professor – Continuing Track:

<b>Name</b>	<b>Academic Unit</b>
Alicia Fontnette	Africana Studies
Tara Gaab	Animal and Food Sciences
Mary Leech	Art and Design
Ali Simaei Gargari	Accounting and Management Information Systems
Gerard Pinto	Finance
Jennifer Thorpe	Behavioral Health & Nutrition
Mary Mitsdarffer	Public Policy and Administration
Maria Davis	Biological Sciences
Kurt Norder	Business Administration
Ryan Hanson	Economics

Ju-A Hwang	English
Amin Alizadeh	Human Development and Family Sciences
Rosalyn Washington	Human Development and Family Sciences
Amy Bustin	Languages, Literatures and Cultures
Terrence McGee	Physical Therapy
Alfredo Xavier Sanchez	Physics and Astronomy
Michelle Erli	School of Nursing

Associate Professor – Continuing Track:

Name	Academic Unit
Alexander De Rosa	Mechanical Engineering

Professor – Continuing Track:

Name	Academic Unit
Forough Pourhossein	Business Administration
Christine Hanna-Ronald	School of Nursing

Assistant Professor – Tenure Track:

Name	Academic Unit
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Duygu Phillips	Business Administration
Ariel Alperstein	Chemistry and Biochemistry
Alon Hafri	Linguistics and Cognitive Science
Eric Layland	Human Development and Family Sciences
Spencer Axani	Physics and Astronomy
Katie Butera	Physical Therapy
Emily Battaglia	Economics
Hans Holter	Economics
Melissa Melough	Behavioral Health and Nutrition
Brittany Zakszeski	School of Education
Jee Won Park	Epidemiology
Frederick Bentley	Business Administration
Stacy Astrove	Business Administration
Song Zhang	Finance
Youngki Jang	Accounting and Management Information Systems
Leting Zhang	Accounting and Management Information Systems
Daniel Armani	Accounting and Management Information Systems
Christopher Rossetti	Accounting and Management Information Systems

Rebecca Nixon	Geography and Spatial Sciences
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Associate Professor –Tenure Track:

Name	Academic Unit
Timothy Shaffer	Public Policy and Administration
Hong Soon Kim	Hospitality Business Management
Alisa Moldavanova	Public Policy and Administration
Nathan Lazarus	Electrical and Computer Engineering

## 2. Named Professorships

Name	Title and Academic Unit
Richard Braun	Carl J. Rees Chair of Mathematical Sciences
Tobin Driscoll	Unidel Chair of Mathematical Sciences
Eric Furst	William H. Severns Jr. Distinguished Chair of Chemical Engineering
Gregory Hicks	Distinguished Professor of Health Sciences Department of Physical Therapy
Rui Zhang	Daniel L. Chester Mid-Career Professor of Computer and Information Sciences

### 3. Faculty Emeriti

<b>Name</b>	<b>Title</b>	<b>Academic Unit</b>
Patricia Walsh	Associate Professor Emerita	Biological Sciences
Gary Weaver	Professor Emeritus	Business Administration
Sue McNeil	Professor Emerita	Civil and Environmental Engineering
Tsu-Wei Chou	Professor Emeritus	Mechanical Engineering
James Hoffman	Professor Emeritus	Psychological and Brain Sciences
Albert Cavalier	Associate Professor Emeritus	School of Education
Ralph Ferretti	Professor Emeritus	School of Education
Norma Gaines-Hanks	Associate Professor Emerita	School of Education
James Hiebert	Professor Emeritus	School of Education
Ratna Nandakumar	Professor Emerita	School of Education
Carol Vukelich	Professor Emerita	School of Education
William Ullman	Professor Emeritus	School of Marine Science and Policy

**RESOLUTION OF  
THE UNIVERSITY OF DELAWARE  
BOARD OF TRUSTEES**

**December 6, 2022**

**RESOLVED**, the Board of Trustees offers its gratitude and acknowledgement of those donors who have made gifts in excess of \$100,000 during the period of January 1, 2022 through June 30, 2022.

**RESOLUTION OF  
THE UNIVERSITY OF DELAWARE  
BOARD OF TRUSTEES**

**December 6, 2022**

**WHEREAS**, the Department of Medical and Molecular Sciences has offered, provisionally for five years, a major in Applied Molecular Biology and Biotechnology, and

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**WHEREAS**, these students have been served well by a rigorous academic degree that prepares them for employment in the biotech/biopharm and molecular diagnostic sectors or for continued study at the graduate or professional school level, and

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**WHEREAS**, undergraduates are drawn to the University of Delaware for its leadership and innovation in international education, including the founding, in 1923, of the first study abroad program by a U.S. institution, and

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**WHEREAS**, students integrate their academic and co-curricular interests, both on campus and abroad, through coursework and participation in a first-year semester abroad, residence in International House living learning community, a second study abroad experience, and a capstone symposium, and

**WHEREAS**, the proposed course of study contributes to the University's strategic goal of "strengthening interdisciplinary and global programs" and prepares students who are "engaged citizens, involved in the world around them," and

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**December 6, 2022**

**BE IT RESOLVED** to recognize the personnel actions (appointments of new continuing track faculty and instructors; tenured faculty; and named professors) presented in the November 3, 2022 meeting booklet of the Trustee Committee on Academic Affairs as contained in Appendix A.

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THE UNIVERSITY OF DELAWARE  
BOARD OF TRUSTEES**

**December 6, 2022**

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**WHEREAS**, the above accounts receivable balance exceeds \$100,000 in value and therefore requires Board of Trustee approval;

**NOW, THEREFORE, BE IT RESOLVED**, the Board of Trustees approves the write-off listed above.

**RESOLUTION OF THE  
THE UNIVERSITY OF DELAWARE  
BOARD OF TRUSTEES**

**December 6, 2022**

**WHEREAS**, the Executive Committee has reviewed the following project summary and costs for design and construction, as provided by the Administration:

STAR Tower 9 <sup>th</sup> Floor Fitout	\$3,000,000;
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**NOW, THEREFORE, BE IT RESOLVED**, the Board of Trustees approves the STAR Tower 9th Floor Fitout and authorizes the Administration to take any further action deemed necessary to implement the design and construction of the project.