



Board of Trustees Semiannual Meeting

University of Delaware

Audion at the STAR Campus | 100 Discovery Blvd., Newark DE 19713

May 16, 2023 3:00 PM - 5:00 PM EDT

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Special Meeting of the Board Minutes

University of Delaware
Mar 21, 2023 at 9:00 AM EDT
@ Hybrid

Attendance

Present:

Members: Shawn Brittingham, Dennis Assanis, Christopher Baker (remote), Jim Borel (remote), Allison Castellanos (remote), John Cochran (remote), James Correll (remote), Claire DeMatteis, William DiMondi (remote), Donna Fontana (remote), Michael Geltzeiler (remote), Kathleen Hawkins (remote), Robert Rider Jr. (remote), Terri Kelly, Nisha Lodhavia, Guy Marcozzi (remote), Terence Murphy (remote), John Paradee (remote), Claudia Peña Porretti (remote), Donald Puglisi, Edmond Sannini, David Spartin (remote), Sean Wang (remote), Kenneth Whitney (remote), Freeman Williams (remote)

Absent:

Members: Carol Ammon, John Carney, Joan Coker, Beth Cooper, William Lafferty, Debra Norris

I. Call to Meeting

Ms. Kelly called the meeting to order at 9:00 a.m. and welcomed all in attendance and thanked those faculty, administration and public guests who chose to attend the meeting today.

II. Attendance Report

Ms. Hawkins provided the attendance report and noted that 25 members of the Board are in attendance and those who could not attend were excused.

III. Approval of Minutes: Semiannual Meeting of December 6, 2022

Motion:

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

Minutes approved as presented.

IV. Public Comment

Ms. Kelly introduced the public comment portion of the agenda and invited Ms. Brand to recognize those registered for public comment. The Board received comments from four

members of the community, Ms. Anderson-Strange, Ms. Davis, Dr. Morgan and Dr. Saylor.

V. Report of the President

Dr. Assanis welcomed those in attendance, both virtually and in person. He presented on the growth of undergraduate applications to date since 2019 and detailed the increases in resident and non-resident applications as well as partnerships with K-12 entities in Delaware to strengthen education in the state and prepare more students to attend the University of Delaware. Dr. Assanis presented on how applications had grown as measured by applications received since 2019.

Dr. Assanis reviewed growth of the Honors College, noting that the application volume has quadrupled since its transformation from a honors program to a College. The growth in interest comes with increased diversity and students enrolled as honors students are responsible for more than 90% of the students receiving prestigious national fellowships. Dr. Assanis reviewed efforts to advance diversity, equity and inclusion campus-wide and reviewed growth in financial aid, an increase in first-generation students and an increase in Pell students. Dr. Assanis informed the Board of changes in staff structures to support these efforts and provided a preview of the Center for Intercultural Engagement, set to open later this spring. Dr. Assanis introduced a scholarship program that is directed toward supporting students who are on the Autism spectrum.

Dr. Assanis presented on the growth of the Graduate College and the steady increase in enrollment since 2016. The growth in the graduate student population includes both a growth in the number of doctoral degrees awarded and the number of domestic underrepresented minorities enrolled in graduate programs. Dr. Assanis focused on the trajectory of the Biden School over the past several years and highlighted the growth in graduate applications and the establishment of the Stavros Niarchos Foundation Initiative for Civic Engagement and Civil Discourse.

Dr. Assanis recognized the centennial of the study abroad program at the University of Delaware and provided an overview of the study abroad program and highlighted the national recognition of the program in local media. Dr. Assanis highlighted the expansion of study abroad both in terms of locations around the world and the programmatic offerings.

Dr. Assanis reviewed trends in international student enrollment at the undergraduate and graduate level from 2010 until 2022. During the coronavirus pandemic, international enrollment was impacted, but moving beyond 2020 enrollment figures are trending back toward pre-pandemic levels. Dr. Assanis presented a map which indicated global education partnerships and emphasized that these collaborations exceed 200 partnerships on six continents.

Dr. Assanis provided an update on global and national rankings and highlighted the ranking of the chemical engineering undergraduate program as #2 in the country. The program's research expenditures are the largest of its peers. Dr. Assanis acknowledged the work of the faculty in helping create these highly recognized offerings.

Dr. Assanis reviewed faculty hiring since 2016 and explained that nearly one third of the current faculty have been hired since August 2016. Over this same period the diversity of the faculty also increased. Faculty hiring and growth outpaced student enrollment growth, resulting in an improvement to the student to faculty ratio. One marker of the transformational impact of our faculty growth since 2016 is the growth in the research enterprise. Last year research expenditures exceeded \$220M, and Dr. Assanis expressed optimism for continued exponential growth of research expenditures over the next five to ten years.

Dr. Assanis highlighted programs that advance innovation and entrepreneurship, including a partnership between the State of Delaware, DuPont and the University which has resulted in the foundation of more than 100 companies, which in turn created more than 400 jobs and raised more than \$800M collectively. Dr. Assanis spoke to the role of spaces in enabling these opportunities and presented renderings of Building X and outlined the types of research and teaching that will take place in that space. Construction for Building X is anticipated to be completed in the fall of 2024. Dr. Assanis provided an update on the renovation of Drake Hall and invited the board members to participate in the ribbon-cutting later this spring. Both Drake Hall and the construction of Building X are both supported by funds from the State of Delaware.

Dr. Assanis reviewed the transformation of the STAR Campus and detailed the current facilities and developments on the campus. Moving forward, the remaining undeveloped space has been zoned into three general categories: academic uses, mixed use developments and industry partnerships. This does not include additional space that is reserved for future uses. Dr. Assanis spoke to the work of NIIMBL and reviewed the economic impact from 2017-2021 and the anticipated future impact looking to the

future between 2022-2026. The FinTech Innovation Hub continues to bring on new occupants, including a restaurant on the ground floor which is anticipated to open in the coming months. Dr. Assanis noted the university, inclusive of the STAR Campus, is a significant economic engine for the state and the region.

Dr. Assanis acknowledged the need for housing for students, both at the undergraduate and graduate levels, and noted the role that housing plays in the student experience. Addressing housing will require both near-term and long-term strategies. Dr. Assanis provided an overview of the strategy to help address the need for graduate housing in the near-term.

Dr. Assanis acknowledged two departing deans, Bruce Weber and John Pelesko. Dr. Weber is leaving to serve as the dean of the Zicklin School of Business at Baruch College and Dr. Pelesko is leaving to serve as provost and senior vice president for academic affairs at the New Jersey Institute of Technology. Dr. Assanis thanked both for their contributions to the university. Next, Dr. Assanis acknowledged the appointment of Fabrice Veron as dean of the College of Earth, Ocean & Environment and the hiring of the co-directors of the new Office of Sustainability, Christ Williams and Jeffrey Summerhays. Dr. Assanis reviewed ongoing and upcoming senior leadership searches. In closing, Dr. Assanis made note of the president's report for 2023 and encouraged everyone to explore the digital report and noted the forthcoming printed report.

VI. Report of the Provost

Dr. Carlson thanked the Board for its time and offered her reflections as she approaches one year as provost at the University of Delaware. She connected the strategic initiatives that were mentioned by Dr. Assanis to the topic of student enrollment and the promise and obligation the University makes to those students it admits and enrolls. She reviewed the traditional approach to earning a college degree and acknowledged this pathway may not be sufficiently inclusive to serve the students of today and the future. One opportunity to expand access is to broaden offerings and engagement in winter and summer sessions. Opportunities include exploring experiential learning, securing additional degrees, and make these sessions a more highly utilized offering by our undergraduate students. Dr. Carlson reviewed the most recent winter session and highlighted efforts in partnership with the Office of Communications and Marketing to promote 2023 winter session. Targeted expansion in winter session offerings has focused on providing high demand courses, informed by multiple factors that support students. During the most recent winter session, 90% of those courses defined as high

demand were offered. The administration provided resources to help units calculate the financial viability of course offerings and highlighted the benefit of providing additional graduate student teaching opportunities. While winter 2023 enrollment was greater than the prior year, enrollment is still below pre-pandemic levels. Dr. Carlson noted that online modalities were the most popular offering in 2023.

Dr. Carlson moved from the review of winter session to the discussion of how to best leverage summer sessions. She spoke to the approaches being considered for the summer, including experiential learning opportunities, undergraduate research opportunities, and supporting students on-time graduation rates. The administration is looking for ways to ensure these special sessions support social mobility. Dr. Carlson thanked Unidel for its support of a pilot program to support a cohort of 25 Pell-eligible students to receive stipends and tuition support for both winter and summer session enrollment.

Dr. Carlson acknowledged that another way to expand opportunity is to be inclusive of pathways to a degree at the University of Delaware beyond the traditional, first-time full-time student. Those pathways include partnerships with other institutions within the state, the Associate in Arts Program (AAP), and transfer students. Dr. Carlson highlighted the existing partnership with Delaware Technical and Community College which provides a pathway from the Associate Degree to a Bachelors degree from the University. The University is establishing additional dual degree initiatives in partnership with Delaware State University, starting with engineering but with potential for additional partnerships with the College of Agriculture and Natural Resources and the College of Earth, Ocean & Environment.

Dr. Carlson reviewed the growth of 4+1 programs at the university and shared that those opportunities have doubled since 2018. She acknowledged there is an opportunity to further communicate these opportunities and increase uptake from students. Dr. Carlson spoke to the success of the AAP and the opportunity to expand its impact above and beyond the existing opportunities within the College of Arts & Sciences. Dr. Carlson presented the over 40 bachelors degrees that are available as part of the current AAP portfolio. She closed connecting these initiatives with the vision from Dr. Assanis and the strategic plan moving forward.

VII. Special Presentation

A. College of Education and Human Development - Dean Gary Henry

Dr. Assanis introduced Dr. Gary Henry, dean of the College of Education and Human Development.

Dr. Henry thanked Dr. Assanis for the introduction and shared his appreciation for the Board of Trustees to have the opportunity to present. Dr. Henry noted that his presentation would provide an overview of partnerships the College has with the P12 system in the State of Delaware and the initiatives to support education in the state. He described the relationship as reciprocal, as those who participate in the system go on to become college students and community members. Dr. Henry noted the national teacher shortage and provided data on how the state of Delaware compares across the nation. Dr. Henry presented on the structure of the College and its work as measured by faculty, research productivity and more. Dr. Henry provided an overview of both undergraduate and graduate enrollment and its growth since 2019.

Dr. Henry provided a sampling of media headlines to add context to the narrative around the teacher shortage in Delaware. The pandemic, and resulting loss of instructional time for students, has had a dramatic impact on student achievement and student outcomes. The state has also seen an outsized decline in teacher preparation program enrollment, down 60% compared to a national average decline of 35%. Dr. Henry highlighted the growth in elementary teacher education enrollment since 2019 and noted opportunities to grow enrollment not only in numbers but in terms of teacher diversity. The students in Delaware are majority-minority and the demographic makeup of teachers are not in alignment with that population. Dr. Henry outlined the steps taken to increase partnerships with Delaware schools to increase overall enrollment and enrollment of underrepresented students in teacher preparation programs. Dr. Henry outlined ongoing efforts to enhance the flexibility, quality, options and access to teacher preparation programs. This effort includes additional degree offerings for middle grade programs.

Dr. Henry spoke to efforts to retain graduates as teachers in Delaware as well as successful efforts to provide professional development for educators and those in administrative roles in the P12 ecosystem. These efforts include the creation of a new success center which combines development for teachers as well as administrators. Dr. Henry reviewed student readiness as measured by standardized tests and noted the relative performance and declines in performance in recent years. He reiterated that these challenges are systemic and exacerbated by the loss of instructional time during the pandemic. Dr. Henry reviewed the initiatives the College has to address these issues, working proactively and collaboratively with the state officials. Dr. Henry highlighted a subset of those school policy experts within the College.

Ms. DeMatteis thanked Dr. Henry for his presentation and emphasized the importance of the AAP for meeting students where they are and asked if Dr. Henry could speak to where graduates of the College in teacher preparation programs end up teaching. Dr. Henry noted that the enrollment is split almost equally between resident and non-resident students, and nearly 80% of resident students stay in Delaware to teach and only approximately 20% of those non-residents remain in Delaware to teach. He acknowledged a need to grow the number of graduates who choose to become educators in the state following graduation.

Dr. Assanis thanked the Board for its time, and for Dr. Henry for his comments.

VIII. Adjournment

With no additional business, the Board adjourned its meeting at approximately 10:58 a.m.

MINUTES FOR APPROVAL



Public Affairs & Advancement Committee

Minutes

University of Delaware

Apr 18, 2023 at 10:00 AM EDT @ 130 Hullihen Hall

Attendance

Present:

Members: Dennis Assanis, Claire DeMatteis, Terri Kelly, Guy Marcozzi (remote), Debra Norris, Sean Wang

Guests: Angela Anderson, Jennifer Becnel-Guzzo, Beth Brand, Glenn Carter, Jim Dicker, Chelsia Douglas, Roxanne Evande, Jonathan Hezel, Kelvin Lee (remote), John Long, Meghan McInnis-Dominguez, Mary Remmler, Rhett Ruggerio, Brent Schrader, Lauren Simione, Bradley Yops (remote)

Absent:

Members: William DiMondi

I. Call to Meeting

Ms. DeMatteis called the meeting to order at approximately 10:00 a.m.

II. Approval of Minutes - November 2, 2022

Motion:

To approve the minutes of November 2, 2022 as presented.

Approved.

Ms. DeMatteis noted that the Southern Delaware Visiting Committee met since the last meeting at Legislative Hall, and the Committee received reports from the dean of the College of Education and Human Development Dr. Henry and the director of the Associate In Arts Program Dr. Satran.

III. President's Update

Dr. Assanis welcomed the Committee and noted the upcoming conclusion of the academic year and the celebration of Commencement. He acknowledged that there are several outstanding searches for senior leaders, and it is anticipated that those searches will be finalized in the coming weeks.

Dr. Assanis provided an update to the Committee on the plans for the incoming class and he highlighted overall growth in applications, in the number of Delawarean applicants, and in diversity. The Honors College received an increase as well and those applications account for nearly half of the total undergraduate applications. Dr. Assanis noted the pool is increasingly competitive and targeted a class size between 4,250-4,450 with a target of 4,250. Ms. DeMatteis asked about the discount rate, and Ms. Remmler responded that the discount rate is approximated to be slightly above target. Dr. Assanis added that discount rate pressures are being felt nationwide.

Dr. Assanis moved to graduate admissions and provided an update which focused on an increase in acceptances compared to this time last year. There is also a growth in yield and in the number of self-paying masters degree students. Dr. Assanis acknowledged national pressures to increase the level of stipends for graduate students.

Dr. Assanis informed the Committee of a record number of nationally recognized scholars within the undergraduate population, currently at 31. Honors students account for nearly 75% of those recognized scholars, and the ongoing interest in the Honors College is a promising sign for the future.

At this time, Ms. DeMatteis invited the faculty and student guests to introduce themselves. Ms. Evande introduced herself and asked whether the graduate enrollment numbers presented included 4+1 students. Dr. Assanis explained that the figure accounts for new students to campus and acknowledged that 4+1 programs as well as growth in the new graduate student population is part of his strategy to double graduate enrollment at the University. He reiterated how important it will be moving forward to support competitive graduate student stipends and shared the recent developments at Rutgers University and their stipend growth.

IV. State & Local Government Relations Report

Mr. Ruggiero noted the busy legislative session and highlighted that the recent presentation to the Bond Bill Committee was favorable and possibly the best received presentation during his tenure as president. The session has been somewhat quiet, except for the issue of marijuana legalization and regulation. The Senate and House are supportive of the legislation and there is not clarity regarding what the Governor will do. Mr. Ruggiero noted that legalization in nearby states has been in place for some time, and the government relations team is working with both police and legal colleagues to consider what the implications might be to campus should marijuana legalization

succeed. Mr. Long noted that if it does pass, we can continue to disallow it on campus. Mr. Ruggerio noted the process to enact regulations should this legislation pass. Ms. DeMatteis clarified that it would move to a university policy versus currently also a legal issue.

Mr. Ruggerio noted there should be several criminal justice reform bills to come forward in the next few weeks, and it is anticipated that these items will have support to pass. Environmental justice bills are also under consideration, and the regulations mirror some neighboring states who are further ahead on these issues. Another issue is the ban of certain chemicals, which is a big issue in our state, given our rich depth in chemical engineering in the business environment.

Mr. Ruggerio reviewed recent visits with legislators as well as several visits both on- and off-campus with elected officials. Based in part on the encouragement of Ms. DeMatteis, the team has worked to engage with all new elected officials. He noted the overall improvement in the quality of relationships between elected officials and the University. Dr. Assanis reiterated the impact of engaging with these elected officials and the value of inviting them to visit to experience the impact of their legislation and capital support.

Mr. Ruggerio reviewed the net growth in support from the state and explained the gap between the level of support and deferred maintenance needs. While appreciative of the support, the monies are depleted quickly on deferred maintenance and do not allocate funds for new initiatives. Mr. Ruggerio spoke to the work the government relations team is engaging in to advocate for additional support. Ms. DeMatteis acknowledged that the University's ask is ambitious but appreciated the realistic approach.

Ms. Norris noted her participation at UD Day at Legislative Hall on May 2, and Mr. Ruggerio explained the history of the event which allows for engagement with legislators in Dover. The Committee discussed the need to capture the outsized impact the University has for the state and economy without creating a polarized posture where there is a perception that the University is competing against other institutions. Dr. Assanis noted that at the most recent Bond Bill Committee there were several public comments in support of our funding requests.

V. Research Office Report

Ms. Anderson presented to the Committee on the status of Federal funding requests and highlighted that the University continues to see growth in projects both in number and funding. She encouraged any questions from her written report.

Dr. Lee highlighted several, major research contracts which have been announced recently. He noted that there are additional projects not listed in the presentation. Dr. Lee informed the Committee that an impact survey is being designed to capture and share the impact of our university as it relates to innovation. The University is undergoing the process to receive APLU Innovation & Economic Prosperities (IEP) designation. Ms. DeMatteis asked for additional information on the impact study and Dr. Lee explained the process of the study and how it evaluates and quantifies work that has an impact as the result of innovation. The Committee discussed hydrogen energy efforts and Ms. Anderson noted the focus on the electrolysis application moving forward. Dr. Assanis provided additional details on what the appropriations could look like should our application be selected. Ms. Anderson reviewed FY24 appropriations and potential future work areas for Congress given current dynamics. Ms. Anderson highlighted ongoing conversations related to Name, Image and Likeness legislation. Immigration Reform, DACA, and the Farm Bill are topics that are due and have varying success opportunities for progress this session. Ms. Anderson noted the ERDC visit that will happen later this year, and this visit will host 15 different researchers to campus to think about how we might work together more collaboratively.

VI. Office of Communications and Marketing Report

Mr. Carter provided a high-level overview of the work of the office. The team is celebrating the anniversary of study abroad in an issue of UD Magazine and continues to create regular, high-performing social media and receive national media coverage. Mr. Carter spoke to current campaigns to highlight the activities of the University to internal and external communities. The intention with this work is to elevate UD reach and relevance, and as we come out of the pandemic, he is working to develop a structure that better balances reactive work with proactive creative projects. This is a challenge across higher education. Mr. Carter informed the Committee of work to better feature our researchers and other institutional experts in media coverage. Mr. Carter explained the opportunity to intentionally market the University during an upcoming conference in Washington, D.C. The University has engaged a new platform to allow for greater opportunities for our faculty to be tapped as experts for journalists seeking expert comment.

Mr. Carter emphasized the ongoing efforts to strengthen the user experience so that digital content is always available and moving our primary web partners over to a central website management platform. He acknowledged the critical partnership between the office of communications and marketing and internet technology staff to make these efforts successful.

Dr. Wang congratulated Mr. Carter on the great volume of work, and he asked whether there are any benchmarks or comparisons to peers so we can best understand how your work compares to the sector. Mr. Carter responded that there is a lot of comparison across peer institutions, and it is not uncommon for institutions to borrow similar campaign or design strategies that are successful. In terms of comparison, Mr. Carter shared the value of assessing our work against ourselves, to see if we are making progress in meaningful ways. The University also engages external consultants to understand how to best achieve its goals and learn about best practices across the sector. Ms. Kelly asked if there's benchmarking in terms of staffing structure, and Mr. Carter noted that those data exist and are discussed internally, but the unique nature of each institution makes direct comparison challenging. Ms. Kelly asked whether the team is thinking about the implications of ChatGPT, and what the risks and opportunities might be moving forward as it relates to curriculum, student work, and more. Dr. Assanis noted that this is an important issue for our community and our world. Ms. Remmler noted the imperfect nature of the tool and that there will be opportunities in the future. Ms. Kelly encouraged the administration to think about what the technology will mean for our work as a University. Mr. Carter noted that leadership is considering how to operate in this environment.

Ms. DeMatteis asked about the public protest around the University's silence following the shooting at Christiana Mall, and Mr. Carter provided an overview of the decision-making process that informed the communications strategy. Several strategies were considered and drafted, but the administration ultimately decided not to make a comment. Dr. Assanis spoke to the balance of required communications. Mr. Long shared that the university alert system is designed to communicate imminent threats rather than serve as a news channel and from a law enforcement perspective, this event was outside the scope of what we would communicate on our own channels. Mr. Long acknowledged the tension to provide updates that are accurate in an environment where news, and incorrect information, travels rapidly through social media. There may be other opportunities to communicate outside of the UD Alert system. Students provided their perspective on the event and encouraged communication to help students know where to find the best information. Mr. Ruggiero acknowledged the

current context and how the initial event was reported as a mass shooting, which is why many were concerned. Mr. Long shared the need to be consistent with the UD Alert system, given the interconnection with state and local police departments, and there should be a more appropriate vehicle for communicating around imminent issues. Ms. DeMatteis thanked everyone for their input and Dr. Assanis offered his intent to engage the new associate vice president for issues management around this matter as a case study to determine the right way to respond in the future.

VII. Development and Alumni Relations Report

Ms. DeMatteis welcomed Ms. Simione to the meeting and noted her tenure at the University.

Mr. Dicker provided a progress report on the capital campaign and noted that as of the end of March, the campaign had raised more than \$1.027M. Year-to-date the university raised approximately \$75M. Mr. Dicker noted an eight-figure gift that was verbally agreed to, and the team continues to work to formalize that gift. Mr. Dicker provided additional context on the genesis of this gift and how it has come to this point. Mr. Dicker detailed the breakdown of cash versus fundraising in the campaign calculations.

Mr. Dicker moved to an update on a strategic review of alumni engagement. During the pandemic, the staffing of the alumni engagement team decreased significantly, and this was an ideal opportunity to consider the future. Mr. Dicker engaged a consultant to think through this project and thanked Ms. Norris for her participation on the planning project task force. Mr. Dicker described the process for setting goals, in alignment with the strategic plan, and determining possible efforts to achieve those goals moving forward.

Ms. Simione emphasized the cross-campus nature of the task force and noted the importance of engaging all members of the community. She reviewed the draft values, vision and mission for the University of Delaware alumni community. Ms. Simione highlighted draft priorities including student success, life stages, affinity, and alumni participation. As the team grows in headcount, these will be priorities that the staff will advance in the near term. Ms. Simione described the status of the project. The team distributed an alumni survey to all survey. Moving forward, priorities and metrics will be determined. The team will write a final, 5-year strategic planning document to define these efforts.

Mr. Dicker noted that the campus engaged enthusiastically around this initiative. Ms. DeMatteis encouraged the team to figure out how to engage recent graduates and young alumni so that the tradition of engagement and philanthropy is established early. Ms. Simione acknowledged the value of this engagement and shared the evolving strategy to engage with recent graduates starting in their final year. She thanked Dr. Riera and student life for their partnership to drive student engagement and lifelong engagement with our students as they become alumni. Ms. DeMatteis asked the students for their perspective. Ms. Evande spoke to her experience at her undergraduate institution and how well-developed affinity groups, where she is a dues-paying member, have added value. Mr. Dicker noted that nationally few institutions are able to sustain a dues-paying alumni association and the number is declining. Dr. Assanis encouraged the adoption of novel systems to allow for small, instantaneous gifts. Ms. Norris thanked Ms. Simione for her service and expressed her excitement around this initiative.

VIII. Other Business

With no additional business, the Committee moved into executive session at approximately 11:40 a.m.

IX. Adjournment



Student Life & Athletics Committee Minutes

University of Delaware

Apr 19, 2023 at 10:00 AM EDT

@ Warner Hall, Room 101, 280 The Green

Attendance

Present:

Members: Carol Ammon (remote), Dennis Assanis, Christopher Baker, Allison Castellanos, Kathleen Hawkins, Terri Kelly, William Lafferty, John Paradee (remote), David Spartin (remote)

Guests: Eleni Assanis, Jennifer Becnel-Guzzo, Meredith Blowman, Beth Brand, Laura Carlson, Glenn Carter, Ioannis Vasileios Chremos, Elliott Dobson, Chelsia Douglas, Jacky Fajardo, Nancy Getchell, Julia Hatoum, Katie Karp (remote), Ian van den Kieboom (remote), Heather Kovanik, Peter Krawchyk, John Long, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Rhett Ruggerio (remote), Loren Rullman (remote), Brent Schrader, Jeff Turner (remote), Lauren Vella

Absent:

Members: Michael Geltzeiler

I. Call to Meeting

Mr. Lafferty called to order at 10:01 a.m.

II. Minutes for Approval - November 3, 2022

Motion: To approve the minutes of November 3, 2022 as presented.

Approved.

III. Overview

IV. University Updates

Dr. Assanis welcomed the Committee to Warner Hall. Dr. Assanis noted the University has received a record number of undergraduate applications again this year. Despite record interest in the University, the administration is focused on selectivity and class size, with an objective to have a class with a target size of 4,250. Dr. Assanis informed the Committee of a record number of distinguished student awards.

Dr. Assanis provided an update on graduate admissions, and noted the trends as measured by commitments and yield are positive. Compared to last year, admissions is more selective. Dr. Assanis spoke to the competitive landscape around doctoral students

and highlighted growing competition around graduate stipends. The University lags nearby institutions and peers as it relates to stipend amount, so the administration is determining how it might address this important part of the package for graduate students. Dr. Assanis shared that there is growth in the masters student population, especially those who are not funded by their departments.

Mr. Lafferty asked for more information around the process to review the graduate stipend. Dr. Assanis spoke to the steps the administration has taken both to review the use of nine- and twelve-month stipend periods and opportunities to increase the minimum stipend for both options. Dr. Carlson agreed that moving to a 12-month stipend is critical, and affording teaching and fellowship opportunities is a pathway to support those stipends. She explained the diversity of stipend categories that range across different activities. The Committee discussed the difference between the minimum stipend and stipends that may be offered through a faculty member's research grant, which could be higher than the minimum stipend. Dr. Assanis explained the process to identify the resources to support increases in stipends.

Dr. Assanis encouraged the student and faculty guests to introduce themselves, and each took a moment to make an introduction.

V. Department Reports

A. Athletics

Ms. Rawak opened her presentation to share some updates on staffing in athletics and the early successes of these new staff members. Ms. Rawak introduced the 302 Tour, a three-day tour in June to engage with different communities across the state using our student-athletes and coaches to drive interest and excitement around the state of Delaware and engendering pride for the state and the University. While athletics is an opportunity to engage with the University, the intention is to use this initiative to drive engagement with the entire institution. The primary goals of the tour are student-athlete education, community engagement and business engagement. She provided an itinerary for the tour from June 11-12, starting with the Chicken Chase, a newly created 5K hosted by the University in Dewey Beach. She shared that the initiative is to make this tour an annual event and will circulate to different locations throughout the state over time. Ms. Rawak spoke to the tour promotion and coverage and an announcement which is forthcoming. Ms. Rawak noted that this type of engagement throughout the state will develop beyond a single, three-day tour across the state and offered a few potential opportunities under consideration.

Dr. Getchell asked whether this initiative partners with Dr. Robinson's community engagement initiative, and Ms. Rawak noted the ongoing conversation with Dr. Robinson and the opportunity to collaborate and amplify this tour. Dr. Assanis suggested including some academics as part of the experience as well. Ms. Castellanos celebrated the idea of the tour and asked whether the Committee has considered how to connect with Associate in Arts Program (AAP) students in those campuses to help them engage with the tour more specifically, and Ms. Rawak agreed to take that feedback and work to invite those community members to participate at those locations.

Ms. Rawak noted that the Blue Hen Collective was launched on March 13, and over 100 student-athletes have registered. Ms. Kelly asked how the administration plans to gain insight on the student-athlete experience through the collective, and Ms. Rawak responded that the administration is working with the collective to solicit feedback. Dr. Assanis asked about uptake and sponsorships of our student-athletes, and Ms. Rawak noted that moving forward monthly reports will be generated providing an overview of activity.

Mr. Baker asked about the student perception of the collective, and Ms. Rawak stated that it's not a critical component as a new opportunity for our student-athletes, but over time the importance of these opportunities is expected to grow. Ms. Blowman shared her experience as a student-athlete and the reaction to the new opportunities. Dr. Assanis asked whether the sponsorships come directly to the student-athlete or through the collective first, and Ms. Rawak explained that both pathways exist. Mr. Lafferty asked whether students are required to work through the Blue Hen Collective, and Ms. Rawak clarified that they are not required to use the Blue Hen Collective but are required report any arrangements to the NCAA. Mr. Ruggerio celebrated the 302 Tour and noted the many benefits that will come from this intentional engagement.

B. Division of Student Life

Dr. Riera spoke to the activity of the division and provided a high-level overview of exciting activities related to eSports. The gaming community is diversifying and growing engagement with local high schools. The University has just signed its first eSports recruit, and individual who was being recruited by over twenty institutions to be a student-athlete.

Dr. Riera noted that the career center CAMI (Career Access Mobility Initiative) has launched with the generous support of the Unidel Foundation. The response to the new initiative has been strong.

Dr. Riera shared that the University launched its AREI strategic plan, which intends to support students and to equip and support staff in becoming increasingly multiculturally competent. A key component of that work is moving into the Center for Intercultural Engagement (CIE), which will be formally opened in the fall. The space was made available due to the renovation of Warner Hall to house counseling services. Dr. Riera spoke to the programming that will be housed in the CIE.

Dr. Riera noted a recent meeting with Dr. Rossi, dean of the Graduate College, to formally open a lounge dedicated to graduate students in the Perkins Student Center. He reviewed the types of programming and services that will be available to graduate students in that space.

Dr. Assanis spoke to a few related initiatives, including some opportunities to reduce food waste. Dr. Ammon asked whether eSports might become student-athletes at some point in the future, and Dr. Riera responded that eSports are not currently within defined athletics activities. Ms. Rawak shared her current philosophy around this subject and clarified the parameters of NCAA defined sports.

Ms. Kelly asked for additional information around the data in the appendix around student health services usage, and Dr. Riera explained the charts as well as the administration's consideration of balancing services which are available on-site through the University versus healthcare services that are offered through nearby providers. The administration monitors these trend data to seek to understand how students are using healthcare services.

Dr. Riera moved to the student experience master plan, and thanked campus partners for their support. He explained the plan's genesis in parallel with the University's strategic plan and the aims to develop a multi-year enrollment plan. The process identified opportunities that could impact our prospect pool, the University's competitive position across the sector. Dr. Riera cautioned that the presentation is not a formal plan or finalized strategy explaining next steps but is rather a framework for the University to react to and consider. He emphasized the need to be malleable and dynamic as the plan will need to evolve alongside changing student demographics and the higher education landscape. Dr. Riera invited the consulting team to kick off the presentation.

Dr. Rullman opened the presentation and allowed the consulting team to introduce themselves. Dr. Rullman reviewed the objectives of the presentation and encouraged

questions and discussion. He emphasized the importance of belonging for undergraduate students and the benefits of space that support students. Mr. Turner presented the themes of the study, principally challenges with unmet housing demands, inconsistent facilities, and the need for significant investments through a combination of repurposing and replacing facilities. He noted that it is not all a matter of replacing facilities but rather repurposing facilities. Mr. Long challenged the idea of unmet demand and offered his concern around some of the language being used in the summary points and their implications. Mr. Turner reviewed the strategic plan pillars and external challenges, and he shared an anecdote around a family experience with housing and the perceived value of guaranteed, on-campus housing. He highlighted media that criticized available housing for upper-class and graduate students. Despite these perceptions, students are very enthusiastic about the University and their campus. Students reported a lack of available gathering spaces, especially for underrepresented populations and graduate students. These populations are looking for additional places to gather and connect with their peers. Students reported challenges finding places to be social, to study outside of the library, and places to relax. Mr. van der Kieboom provided a concept that creates opportunities to do these things across the campus. He presented a map showing an experiential path which considers tactical interventions, strategic renovations, social center improvements, and housing renewal. He reviewed examples of these strategies ranging from low cost to high cost. He discussed multiple opportunities for investments in spaces, renovations and housing possibilities.

Dr. Riera welcomed reactions from the Committee and noted at this point the plan is to consider planning and financing for the future planning. On the point of housing, Dr. Riera noted the investments in housing, the idea of creating new beds is not necessarily to drive large growth of the total number of beds, but to repurpose some spaces to no longer be housing, an example being Warner Hall, and to develop some new opportunities. Dr. Riera noted one opportunity is to have housing available to transfer students, who currently are admitted on a different timeline and do not have a great opportunity to find housing when they are admitted to the University. Graduate students face a similar challenge around the housing cycle and timeline.

Mr. Lafferty asked about prioritizing the ideas presented in the plan and the process of implementation. Dr. Riera responded with a focus to begin with low-cost items and tactical interventions around furniture and similar items on campus. Dr. Riera supported recent investments in Perkins and its future use and emphasized the importance of housing. Dr. Assanis shared his support of repurposing the library space sooner than

later, especially given the expansion of the library annex. Dr. Assanis noted he had set aside funds to make some improvements to Morris Library in the nearer term.

Mr. Ruggerio spoke to activities the government relations team is conducting to partner with the community around housing challenges and noted that these challenges aren't unique to the University of Delaware.

Ms. Kelly supported the idea of quick wins and the concept of making creative use of new spaces. Dr. Riera noted how the administration is considering opportunities to design spaces based on the needs of our students to help drive engagement and interaction. Mr. van der Kieboom encouraged the group to be excited about the activities already underway in support of these goals. He highlighted the upcoming investments to Pencader dining hall and Trabant. Mr. Baker asked about the proposed public-private partnership (P3) for housing in the materials, and Dr. Riera confirmed that the space where that concept was suggested is owned by the University and is in early conceptual spaces. Mr. Baker asked if there are opportunities for P3s for student centers, and Dr. Rollman responded that there are limited examples, but the trend may be expanding. Mr. Long cautioned thinking of P3s as a panacea and noted that many have a timeline of 70 years, which is a significant commitment. Dr. Assanis noted that the administration is considering multiple, potential partnerships.

Mr. Lafferty thanked Dr. Riera and the consulting team for presenting their report.

VI. Student Leadership Updates

A. Student Athlete Advisory Committee

Ms. Bowman provided a summary of the recent activities of the SAAC and highlighted the organization's focus on longevity in diversity, equity and inclusion, and continuing community engagement. The group's activities are encouraging community beyond the individual sports teams. She thanked the Committee for its support of its efforts and the opportunity to present.

B. Student Government Association

Ms. Hatoum thanked the Committee for inviting SGA representatives to these meetings in order to communicate around priorities. She noted the success of the SGA, and the group's activity and membership has nearly recovered to pre-pandemic levels. She noted the implementation of efforts to have inclusive dining options for halal and kosher

students as well as expanded dining hours for students celebrating Ramadan. There is a new communication system to alert student to outages in facilities so students with disabilities are aware of challenges that might impact their access to classroom or social spaces. Ms. Hatom noted additional cameras on campus and the positive reception for student safety.

Ms. Hatoum offered support for the student experience master plan and noted that she traveled to several other institutions to tour facilities. That experience provided exposure to the quality of facilities peer institutions offer their students.

C. Graduate Student Government

Ms. Douglas noted a women's empowerment event recently held to elevate leaders in the Graduate College community. She emphasized the findings of the student experience master plan where black students and graduate students feel like they are limited in supports and spaces on campus.

Mr. Chremos noted his upcoming graduation at the end of the semester and emphasized the progress that has been made through participating in these meetings and that shared governance has born results based on the feedback from students. He thanked the Committee for progress made on housing and stipends and noted his interest in seeing progress continue. Mr. Chremos reviewed some recent events as well as the activities of the Graduate Student Government, highlighting the need to better support graduate students who are parents. He noted the positive reaction to the graduate student lounge in Perkins.

VII. Questions & Discussion

Mr. Long noted the progress related to cameras in and around dormitories and how that project has been ongoing and continuing, and he noted that the administration continues to make progress on key card access for academic buildings. Many buildings are still manually locked and unlocked each day.

VIII. Adjournment

The Committee moved to an executive session at approximately 12:03 p.m.



Academic Affairs Committee Minutes

University of Delaware

Apr 19, 2023 at 1:00 PM EDT

@ Warner Hall, Room 101, 280 The Green

Attendance

Present:

Members: Dennis Assanis, Shawn Brittingham, Allison Castellanos, Joan Coker (remote), Donna Fontana, Terri Kelly, Nisha Lodhavia, Debra Norris, Claudia Peña Porretti, Freeman Williams

Guests: Melissa Bard, Jennifer Becnel-Guzzo, Beth Brand, Laura Carlson, Glenn Carter, Jackie Fajardo, Nancy Getchell, Julia Hatoum, Matt Kinservik, John Long, Rodney Morrison, Samantha Namit, Mary Remmler, William Repetto, Jose-Luis Riera, Louis Rossi, Brent Schrader

I. Call to Meeting

Ms. Fontana called the meeting to order at 1:00 p.m. and thanked the Committee for joining and convening in a new location and welcomed the faculty and student guests.

II. Approval of Minutes

Motion: To approve the minutes of November 3, 2022 as presented.

Approved.

III. President's Report

Dr. Assanis welcomed the group and noted the building excitement related to the upcoming Commencement and close of the spring semester. The Committee on Honorary Degrees and Awards will meet at the end of the week, and it will formally nominate the honorary degree class for 2023. Dr. Assanis updated the Committee on the development of the office of sustainability and some of the early activities of the office accelerated by the onboarding of the co-directors.

Dr. Assanis provided a preview on the incoming class and contrasted our position to many other institutions who are experiencing challenges enrolling students. Dr. Assanis reviewed growth in applications from Delawareans, honors college applications, underrepresented minorities and international students. Mr. Morrison described the current landscape and noted that the size of the incoming class will be clearer following the May 1 deadline. He noted that many more students are making appeals for

additional financial aid. Mr. Morrison affirmed the statement that we are doing well relative to other institutions.

Ms. Fontana asked how reliable deposits are as a measurement, and Ms. Remmler shared that deposits are a fairly strong indicator. Dr. Assanis noted that for some students, a slightly larger award can make the difference between enrolling or not. Dr. Assanis noted that we have multiple students who are receiving prestigious, national awards.

Dr. Assanis moved to the graduate student population and enrollment trends. Acceptances have grown this year, primarily in the masters student population. The yield of students increased slightly as well. The Graduate College admitted fewer doctoral students and yield has lowered as well. Dr. Assanis attributed this to the selectivity of the application process and the highly competitive graduate market. Dr. Rossi added that international applications nearly doubled compared to last year and currently 900 international students have expressed the intention to matriculate in the fall. Ms. Kelly asked about the distribution of countries, and Mr. Rossi noted some of the prevalent countries. Dr. Carlson spoke to intentional strategies to connect our efforts globally to recruitment of international students. Dr. Assanis added that a large challenge for international graduate students relates to identifying housing, and the administration is working to develop an inventory of beds to be able to support graduate students who will need housing when arriving in the fall.

Dr. Assanis noted that some campus pandemic restrictions will be relaxed as the pandemic is declared over by more groups. He noted that moving forward, incoming students will no longer be required to have a booster vaccine.

IV. Provost's Report

Dr. Carlson opened her report and began with enrollment projections. She spoke to the strategies that the administration can take to manage enrollments and preparations for a larger than anticipated first year class. She reviewed several uncertainties around student yield, melt, and financial aid distributions. The student body size impacts campus housing capacity, and there may be opportunities to grow off campus programs such as the Associate in Arts Program and World Scholars Program. Dr. Assanis provided a real-time update that deposits have continued to increase following an open house over the prior weekend.

Dr. Riera provided an overview of the returning student housing landscape and noted that guaranteed housing is prioritized starting with sophomores, then juniors and lastly seniors. Should there be higher than anticipated need for housing, Dr. Riera spoke to the strategies available to provide housing to the most who might need it. Ms. Fontana asked whether the first-year class would be too large for available housing, and Dr. Riera noted that there will be some melt and through other strategies to accommodate those students. Ms. Namit noted her experience with the housing process and shared the on-campus housing application timeline is different than the cycle for off-campus leases and asked whether the administration has considered having them take place at the same time. Dr. Riera spoke to the ways how that housing application schedule has changed over time.

Dr. Carlson reminded the group that the figure that is being discussed for the first-year class only refers to first-time, full-time students. She noted the plans to implement a multi-year enrollment plan which spans from fiscal year 2023 to fiscal year 2027. For this plan, the intention is to have an undergraduate population that is 1% smaller, a graduate population which increases by 15% and an overall student population that is 2% larger. She noted the emphasis on increasing self-paying masters students within the graduate population. She broke down undergraduate population by program time and highlighted growth in the incoming Associate in Arts Program students and transfer students with a decrease in first-time, full-time students given the large, recent incoming classes. Dr. Carlson stated that this multi-year planning effort is interrelated with a multi-year faculty hiring plan. Dr. Assanis spoke to the challenge of balancing program expansions with program contractions given new realities. Mr. Morrison added that this will require active conversations with academic leadership as it will impact the way in which we recruit and bring students to the University beyond the first-time, full-time population. Dr. Carlson reviewed the multi-year enrollment plan as it relates to graduate student populations. She highlighted the intention to reduce the number of subsidized masters students and to increase the self-paying masters students. She reviewed some of the underlying drivers for increasing the graduate population and highlighted financial considerations, housing and community and climate.

Dr. Rossi spoke to the graduate student stipend landscape and noted many graduate students are at, or near, the minimum stipend. There is a need to respond more aggressively to stipend support given the national landscape around stipend growth. One strategy is to expand the level of funding from nine months to twelve months. He shared some ways to support twelve-month funding. Dr. Rossi explained the dynamic of resource allocation between raising the minimum stipend and determining the ideal

population of subsidized masters students. Dr. Riera spoke to graduate student housing at present and reviewed short-term and long-term strategies to address that need. He explained that short-term strategies are designed to inform long-term strategies. Dr. Carlson spoke to existing strategies to support the graduate student population.

Dr. Carlson provided an update on the faculty hiring process and how it is conducted with input from the departments and colleges. When receiving college-level requests, Dr. Carlson asks that the request speak to the context related to rank, facilities, strategic impact, teaching and research. Ms. Kelly asked how academic leadership can think in an interdisciplinary fashion, and Dr. Carlson spoke to the ways those requests are communicated throughout the process. Dr. Assanis noted that this process expands and makes more explicit how to provide the rationale for faculty hiring requests. This year is the first year that the provost's office is reviewing hiring requests at a three-year interval to understand needs over the near term, versus a one-year snapshot. Dr. Carlson noted the creation of a departmental dashboard and a faculty hiring calculator to inform planning considerations for departments. She provided a forward-looking plan that will help the administration consider future hiring needs balanced with planned retirements.

Dr. Carlson introduced Dr. Kinservik to speak to the COACHE action plan. Dr. Kinservik reminded the Committee of the survey's intended purpose. The tool allows the administration to be responsive to faculty concerns as a part of improving faculty satisfaction and strengthening the faculty environment. He reviewed the process of collecting and reviewing survey results and shared the plan to address cross-cutting themes. The three overarching themes from the survey are climate, coaching and collaboration. Dr. Kinservik encouraged the Committee to review the University's survey results website for additional information. These efforts are collaborative with the Faculty Senate, UD ADVANCE, Human Resources and Academic Leadership. He shared that part of this initiative is to have a proactive effort showing leadership and interest in making progress on these revealed opportunities. Ms. Fontana asked when we might reissue the survey, and Dr. Kinservik noted that the plan is to reissue in the future after allowing for time to implement changes. Ms. Norris asked who is accountable for these efforts, and Dr. Kinservik noted progress will be driven at the department level with the support of academic leadership. Dr. Assanis agreed that there are opportunities to address. He noted there were plans pre-pandemic to design leadership academies to provide professional development to support early and mid-career leaders to enhance their effectiveness and prepare them for future leadership.

V. Consent Agenda of Resolutions Recommended for Approval

Motion:

To approve the consent agenda as presented.

Approved.

VI. Other Business

VII. Adjournment

At this time, the Committee adjourned its meeting to move into an executive session at approximately 2:14 p.m.

DRAFT MINUTES



Grounds & Buildings Committee Minutes

University of Delaware

Apr 20, 2023 at 10:00 AM EDT

@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, Jim Borel (remote), William DiMondi (remote), Kathleen Hawkins, Robert Rider Jr. (remote), Terri Kelly, Donald Puglisi, Edmond Sannini

Guests: Beth Brand, Laura Carlson, Ioannis Vasileios Chremos, Jim Dicker, Elliott Dobson, Julia Hatoum, Marci Hutton, Daniela Ivancikova, John Jebb, Peter Krawchuk, John Long, Mandy Minner, Mary Remmler, William Repetto, Jose-Luis Riera, Brent Schrader, Albert Shields

Absent:

Members: Guy Marcozzi, John Paradee

I. Call to Meeting

Mr. Borel called the meeting to order at approximately 10:00 a.m. and welcomed those in attendance.

II. President's Update

Dr. Assanis welcomed the Committee and noted the upcoming end of the semester and Commencement ceremony. Dr. Assanis noted that nearly 6,000 students will graduate at the end of the semester. Among this class the University has the highest ever nationally recognized scholars in the history of the University.

Dr. Assanis provided an update on the incoming class and applications. Undergraduate applications are at record levels again this year. Dr. Assanis reviewed the number of Honors College applicants and informed the Committee that the administration has increased its selectivity given strong demand through applications. The aim is to admit a class in the range of 4,250-4,450.

Dr. Assanis spoke to graduate student applications which also experienced increased applications year over year. Dr. Assanis noted that doctoral acceptances are slightly down compared to last year, and he highlighted that stipends and housing are among the issues that are a challenge for the university compared to our peers. The

administration continues to increase graduate stipends, although nearby institutions are announcing both with higher stipend levels and an increase in providing twelve-month support versus nine-month support. Increasing opportunities for graduate student to teach during the summer and winter, as well as other opportunities, might support a twelve-month stipend for more graduate students. Dr. Assanis shared his commitment to making the University a welcoming place for doctoral students. Dr. Assanis reviewed the current landscape of incoming masters students, highlighting growth in the number of incoming students and a higher yield compared to the prior year. More of these students are also paying students compared to those who are subsidized by their departments. International student interest continues to grow, as well.

III. Minutes for Approval

Motion:

To approve the meeting minutes of November 11, 2022.

Approved as presented.

IV. For Information

Mr. Borel noted there are several items for information and encouraged the administration to provide an overview and welcomed questions from the Committee or others.

Mr. Long informed the Committee of the number of active and pending projects, with 329 active projects underway. Mr. Krawchuk provided an update on the master plan for the STAR Campus and noted the intentional strategy to reserve land for future growth, rather than immediately attempting to populate the area with public-private partnerships. Beyond the area reserved for the future, other areas are reserved for academic and research growth, corporate buildings, and other uses. Mr. Krawchuk reviewed the near-term development projects, including a residential project in partnership with Buccini/Pollin Group, a proposed site for the Securing American Biomanufacturing Research and Education Center, a proposed site for the College of Engineering, and a NIIMBL related project. Mr. Sannini asked whether there are any environmental hazards that would preclude us from building on the existing site, and Mr. Krawchuk responded that environmental work was conducted previously and there are not any preclusions.

Dr. Riera provided an update on the student experience master plan. As finalized concepts are brought forward, the Committee will receive a more thorough report. Dr. Riera updated the Committee on undergraduate housing and provided an overview of those who were not guaranteed housing as well as the new student housing capacity. Given strong demand, he reviewed available strategies to help ensure those who need housing find solutions. Dr. Riera spoke to the short- and long-term strategies to support graduate student housing needs, given the current level of graduate student housing provided by the University is now zero. For next year, we're anticipating between 50-80 beds being available and once finalized, it will be advertised to graduate students with a focus on it being transition-based housing for those first-year graduate students. Mr. Long shared there will be more University-provided graduate student housing available this fall than ever before. Ms. Kelly asked whether undergraduate students are choosing to not persist at the University if they cannot be guaranteed housing, and Dr. Riera noted that it is causing stress for some families, but the administration is not seeing evidence of an impact on retention. Ms. Hatoum noted she knew at least one student who was considering not returning if unable to find housing. Mr. Sannini asked whether the number of those not guaranteed housing is inclusive of all of those who might need housing, and Dr. Riera noted the figure may not be wholly inclusive. Mr. Repetto asked whether the University securing graduate housing will cause an increase in pricing for the remaining housing, and Mr. Long noted that the University negotiated a favorable rate and aimed to secure new housing versus previously existing housing. He explained that this process is a trial and it is important that the University determine a strategy moving forward, informed by multiple plans and inputs, to develop a sustainable strategy for the longer term.

Mr. Krawczyk informed the Committee of a recent gift of five buildable lots in Hartford County, Maryland which will be sold to fund an existing scholarship. Ms. Hutton informed the Committee of a fire that occurred at 164 South College Avenue and noted the decision not to repair the damage and reoccupy the space. Longer-term plans are to utilize that parcel as a green space. Ms. Hutton shared data on the current construction market and trends related to material lead times and pricing for construction projects. Mr. Long spoke to the large deficit of trades workers and its impact on the construction market.

Ms. Hutton provided an update on the design process to weigh and assess capital planning projects. The parameters defined in the process will allow for internal colleagues to understand a process which will evaluate potential projects and understand the necessary conditions for advancing a project. Mr. Long added the

importance of using a process to help define how projects will be scored and prioritized given the large volume of potential capital projects on campus. Ms. Hutton moved to an overview of deferred maintenance projects costs estimated from fiscal year 2023 through fiscal year 2027. She presented a listing of projects expected to receive funding in fiscal year 2024. Mr. Sannini asked how the FinTech Innovation Hub Fitout would be considered deferred maintenance, and Ms. Hutton shared that appropriated funds from the state are included in the calculation, and while a newer project it still has some maintenance items to address. Ms. Hutton provided a highlight of capital plan projects recently completed or soon to be completed between fiscal year 2018 and fiscal year 2023. Mr. Long noted ongoing explorations to determine how and when to demolish the Christiana Towers, and Mr. Long is working with Mr. Dicker to explore whether that demolition can also be a development opportunity. Mr. Long spoke to the enabling projects that could be possible during summer 2024 to make improvements to the Laird campus should the demolition also take place during summer 2024. Dr. Assanis encouraged working with our faculty to develop a model of the demolition of the towers to help make our case to local partners. Mr. Sannini asked whether the antennae at the top of the Christiana Towers have been relocated, and Mr. Long shared that those issues have been resolved. Ms. Hutton reviewed highlighted projects that are scheduled for the period of fiscal year 2023 and fiscal year 2027.

Ms. Hutton informed the Committee of the University Courtyard Apartments project related to sprinkler system replacements, and the combined investment grew larger than anticipated given the large amount of sediment found in the system. Ms. Kelly asked whether this is an isolated issue or whether we'll find additional issues in the complex, and Ms. Hutton shared that there is likely to be additional issues as we move forward. Dr. Riera shared that the student experience master plan will help inform the strategy for the future of the University Courtyard Apartments. Ms. Hutton provided an update on the development of the Center for Clean Hydrogen at 9 Innovation Way, with additional approvals expected in the future. Ms. Hutton shared information on the STAR Materials Management Facility which assists with the management of research waste, which is required to support research growth at STAR campus. The existing facility, and EPA regulations, are a limiting factor with our existing infrastructure. Ms. Hutton informed the Committee of upcoming projects to support the Math Sciences Learning Laboratory, and the Lasner Collection. Dr. Puglisi noted the expiration date for fulfilling the Lasner Collection gift obligation, and Dr. Assanis shared the collaborative relationship with the donor to ensure the gift is satisfied in a mutually agreed upon manner. Mr. Borel acknowledged the work the team has done to design a framework to determine how projects are prioritized.

V. For Approval

Ms. Hutton first reviewed a project for Spencer Lab Design Studio and related deferred maintenance upgrades. She spoke to the strategy the tenants will utilize while projects are underway and reviewed funding sources for the project. Dr. Assanis added support for the project, and Ms. Kelly added the potential for this updated space. Ms. Hutton clarified that the occupants will be able to remain in the space while projects are underway, although it will disrupt the environment. Ms. Hutton added that this is the first request for Board approval for this project and that all the budget figures are based on firm bids from the contractors.

Ms. Hutton informed the Committee the ice chillers at the Ice Arena have exceeded their useful life and the facility is now using temporary chillers in lieu of the prior ice chillers. The administration is requesting approval for those components to be ordered, given component delays, and then intends to return to the Committee for approval for the completion of the work. She shared the estimated total project cost, which is calculated based on market conditions. Mr. Borel asked about the mid- to long-term plans for this facility, and Mr. Krawchuk noted that a long-term intention has not been identified.

Ms. Hutton reminded the Committee that the University is planning to utilize the 9th floor of STAR Tower, and the administration is requesting approval for funds to fit out the floor for occupancy. Mr. Long stated that moving forward the intention is to have the full price presented all at once, and the administration intentionally asked to break the project into two pieces given the pricing of the fit out was unknown at the time of the lease opportunity.

Mr. Krawchuk reviewed the existing relationship with Dakota Power Partners to develop a solar farm on Biggs Farm. After that relationship was established, DeIDOT contacted both organizations expressing interest in approximately 67 acres of the property. DeIDOT has offered to purchase the parcel, which is a favorable proposal for the university and the administration recommends approval and to release Dakota Power Partners from its obligation for that segment of the parcel.

VI. Resolutions

Motion:

To recommend of approval the Spencer Laboratory Design Studio, Ice Arena Chillers, and STAR Tower 9th Tower Fitout.

Approved.

Motion:

To recommend for approval the proposed transaction at Biggs Farm.

Approved.

VII. Other Matters

With no additional business, the Committee moved to an executive session at approximately 11:08 a.m.

DRAFT MINUTES



Finance Committee Minutes

University of Delaware
Apr 20, 2023 at 1:00 PM EDT
@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, Jim Borel (remote), John Cochran, Beth Cooper (remote), Donna Fontana, Terri Kelly, Terence Murphy, Donald Puglisi, Edmond Sannini, David Spartin (remote)
Guests: Melissa Bard, Jennifer Becnel-Guzzo, Beth Brand, Jim Butkiewicz, Laura Carlson, Ioannis Vasileios Chremos, Jim Dicker, Elliot Dobson, Tori Glover, Daniela Ivancikova, Lisa Kelly, James Korman, Peter Krawchyk, John Long, Marc Matthews, Mandy Minner, Rodney Morrison, Chrissi Rawak (remote), Mary Remmler, William Repetto, Jose-Luis Riera, Brent Schrader, Aimee Turner, Keith Walter

Dr. Puglisi called the meeting to order at 1:00 p.m. and welcomed those faculty and student guests to the Committee. Dr. Puglisi recognized Ms. Turner who will be joining the University as vice president for finance on May 1.

I. Presidential Updates

Dr. Assanis yielded his time to the Committee.

II. Minutes for November 11, 2022

Motion:

To approve the minutes of November 11, 2022.

Approved as presented.

III. Regular Items

A. Investment Visiting Committee Update

Mr. Walter reported on calendar year 2022 and noted endowment performance of -10.7% for the calendar year. This was the worst absolute performance since 2008. Calendar year 2023 is off to a positive start with a +2.9% return as of the end of March. He spoke to the portfolio's exposure to banking and banks that have recently experienced volatility. Dr. Puglisi asked whether he expected other banks to have similar challenges, and Mr. Walter responded that the office will

continue to monitor the sector. Mr. Walter reviewed performance against benchmarks and reported that the endowment outperformed benchmarks. Mr. Walter presented on the obligation for the endowment to maintain its real purchasing power in perpetuity and the payout rate has maintained that real return and he recommended the continuation of a conservative approach to the payout.

Dr. Puglisi welcomed Dr. Butkiewicz to offer his comments around the markets.

B. FY 2023 Year End Update

Ms. Minner noted fiscal year 2023 operating condition is \$30M, operating margin of 2.5. This is better than the budgeted amount in 2022. Ms. Minner focused on the 14M net decline in revenue driven by \$5M in increased financial aid and \$10M less revenue related to the English Language Institute (ELI). Projections were optimistic for ELI to return to 2019 levels which did not come to fruition. Dr. Carlson offered that there are opportunities for the ELI to rebound and she is reviewing the structure of ELI for optimal future state. Mr. Sannini asked whether the change in international student interest was impacting the success of the ELI, and Dr. Assanis stated that it should be considered as part of our international engagement and there are opportunities to optimize the work of the ELI. The Committee discussed the structure of the ELI to understand its financial model. Mr. Morrison shared how the ELI is in some cases a conditional admission opportunity for international students who lacked English language skills. Dr. Assanis noted the pandemic critically impacted the ELI.

C. Fy 2024 Operating and Capital Budget

Ms. Remmler moved to fiscal year 2024 and thanked colleagues across the University who contributed toward these projections. Ms. Minner noted the administration is seeking approval for the fiscal year 2024 budget, assuming 4,200 first-time students. She noted it is anticipated the first-year class will exceed 4,200. She reviewed the projected 5% increase in tuition, 5% increase in housing, and 9% dining increase which is contractually set. Compensation planning accounts for new hires, attrition, salary increases and market rate adjustments. Ms. Fontana asked about the First State Promise and noted a gap between the requested funding from the State and the funding expected. She

further asked whether the program was in effect and publicly known. Dr. Assanis shared that the program is in effect but there has not been a strong driver in marketing the program. Ms. Remmler shared that the tuition discount rate for resident students is above target in part because of the current levels of State funding for the program. Mr. Ruggerio spoke to the ongoing conversations with elected officials regarding the program.

Ms. Minner reviewed the sensitivities for the fiscal year 2024 budget. Mr. Sannini asked about the impact of a larger than expected first-year class, and Ms. Minner responded that the administration monitors the impacts to the budget model. Ms. Remmler added that the primary focus is on the student experience, ensuring a successful academic experience. Ms. Minner reviewed all budget funds for fiscal year 2024 and noted the increase in other total revenue of \$68M.

D. Operating Liquidity

Ms. Kelly noted that the operating liquidity remains strong and is expected to remain significantly above both 60- and 90-day liquidity targets. Mr. Murphy asked if there were any other targets that ought to be considered as benchmarks. Dr. Puglisi offered that this target may be related to rating agency measurements. Mr. Murphy encouraged a different target, and Dr. Puglisi agreed that there are other, helpful measures that exist for consideration. Dr. Puglisi noted the line of credit is still available to the University and it has not, nor intends to, draw down the line of credit.

Ms. Minner reviewed the undergraduate discount rate and noted the ambiguity of this fee absent the final budget from the state. Ms. Minner noted the nonoperating net change in fund balance is a decrease of \$41M and reflects timing of spend for projects in progress and from other years. Dr. Puglisi asked about the change in gifts, and Ms. Remmler noted these figures are gifts that are expected. Mr. Cochran asked whether all bond proceeds remaining were utilized, and the administration confirmed that those funds will now be exhausted.

Ms. Minner reviewed the fiscal year 2024 capital project budget and spoke to the philosophy to match deferred maintenance funds provided by the state and that will impact the timing and prioritization of certain projects. Ms. Minner reiterated the total cost of attendance is anticipated to increase at 5%. Dr. Puglisi encouraged anyone to ask questions and reiterated his aversion to tuition

increases but noted the need to respond to inflation and other conditions. Ms. Glover asked how tuition increases are communicated to students, and Ms. Remmler responded with the way these items are publicly announced and then communicated through student financial services. Ms. Cooper asked when the student fees were last increased, and the Committee discussed the history of fee increases as well as the addition of fees. Ms. Remmler confirmed there had been a steady-state increase plan, but this year the administration chose to maintain these fees flat given other increases. Ms. Chremos noted that some fees do continue to increase, especially for the international student fee, which has been growing consistently. Dr. Puglisi acknowledged the process of what this approval will result in. Mr. Korman asked about the decision to increase dining fees by 9% and Ms. Minner noted this is contractually obligated.

Ms. Minner reviewed the University's estimated cost of attendance against peers and noted the total cost of attendance is in the middle of the grouping, and the University continues to be recognized as a value. Mr. Morrison spoke to the current context and most peers are anticipating an increase between 3-5%, while Stanford increased its tuition by 7%. Mr. Long also emphasized the different amount of funding that might be provided by other nearby states with greater capacity to support higher education. Dr. Assanis expressed the challenge of receiving capital support from the state, where many other peers are getting \$100M+ on a regular basis from the state compared to \$10-20M from the state each year.

E. Endowment Matters

Mr. Matthews followed up on the endowment matters and presented the recommended spending draw on the endowment at 4%. He noted the amount is based on the 12-quarter trailing average market value. He reviewed the payout rate against the total endowment market as measured by NACUBO and stated that other institutions have come to have a similar payout rate to the University over time. Dr. Puglisi added his emphasis on maintaining the stability and long-term benefit of the endowment, and the Investment Visiting Committee agrees, so the conservative strategy is a benefit. Even with the challenging year in 2022, the payout should remain relatively stable.

IV. Resolutions

Motion:

To approve the tuition and fee rates for the upcoming academic year

Approved as presented.

Motion:

To approve the endowment payout rate at 4%

Approved as presented.

Motion:

To approve the banking resolutions as presented.

Approved as presented.

Mr. Borel informed the Committee of the capital projects recommended for approval by the Committee on Grounds & Buildings. He provided details on the three projects recommended for approval, and welcomed any questions from the Committee or others. Mr. Cochran asked about the status of the two floors on STAR Tower, and Dr. Assanis noted both floors are secured. Mr. Long shared that the expectation is to bring the spaces both online in late summer.

Motion:

To approve the capital projects presented for approval.

Approved as presented.

Motion:

To recommend approval of the sale of the 67.61 acre portion of Biggs Farm to DelDOT and amend the terms of the partnership with Dakota Power Partners.

Approved as presented.

Dr. Puglisi noted the proceeds of this sale will go to support an endowed chair of art history.

V. Adjourn

With no additional business, the Committee moved to an executive session at approximately 1:50 p.m.



Honorary Degrees & Awards Committee

Minutes

University of Delaware

Apr 21, 2023 at 10:30 AM EDT @ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, Michael Geltzeiler (remote), Terri Kelly, Matt Kinservik, Debra Norris, Breck Robinson (remote), Regina Wright (remote)

Guests: Beth Brand, Laura Carlson, Fatimah Conley (remote), Jim Dicker, Brent Schrader

Absent:

Members: John Cochran

I. Call to Order

Ms. Norris called the meeting to order at 10:35 a.m. and welcomed all in attendance.

II. Approval of Minutes

Motion:

To approve the meeting minutes of November 5, 2022.

Approved.

III. Commencement and Convocations

A. Review of Schedule

Ms. Brand provided an overview of the schedule of Commencement and Convocations and informed the Committee of plans to think about the structure of events for next year. One item under consideration is to move the Commencement ceremony to a weekday. There is no plan to move ceremonies beyond Memorial Day Weekend.

Ms. Brand spoke to the selection of our Commencement speaker, Dr. Mae Jemison. The Committee expressed their excitement and support of her selection as speaker. She welcomed the Committee's input on who to invite to the Dinner of Distinction the evening prior to Commencement.

Ms. Brand reiterated the honorary degree class candidates, and Ms. Norris asked for Dr. Assanis to speak to the reaction of the recipients. Dr. Assanis shared the process of engaging with the recipients to invite them to receive this honor. The Committee also discussed future candidates and identified several candidates for future consideration.

Motion:

To approve the honorary degree class of 2023 as presented.

Approved.

IV. Medal of Distinction Discussion

Ms. Norris congratulated the group for providing medals to additional individuals and emphasized the positive impact to the individual and the University. The Committee further discussed some opportunities for future medal recipients.

Motion:

To honor fourteen individuals with the University of Delaware Medal of Distinction.

Approved.

V. Other Matters

The Committee discussed whether there is an opportunity to recognize additional individuals in a new way, given there are outstanding individuals in our community that deserve recognition that may not necessarily qualify for the honorary degree or medal of distinction. Dr. Kinservik recommended researching how other boards recognize students or other outstanding individuals to consider as examples.

The Committee discussed opportunities for future honorary degree recipients to explore for future Commencement ceremonies.

Dr. Assanis encouraged the Committee to consider the concept of a gala, as it is a popular practice at other institutions which allow for fundraising and celebration of the University. Mr. Dicker noted an opportunity for an annual dinner for recognition, something that takes place the same time each year as an annual tradition.

VI. Adjournment

With no additional business, the Committee adjourned its meeting at approximately 11:47 a.m.

DRAFT MINUTES



Nominating Committee Minutes

University of Delaware
May 5, 2023 at 8:30 AM EDT
@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Allison Castellanos, John Cochran, Claire DeMatteis (remote), Terri Kelly, William Lafferty (remote), Terence Murphy, Donald Puglisi
Guests: Beth Brand, Jim Dicker, Brent Schrader

Absent:

Members: Joan Coker, David Spartin

I. Call to Meeting

Mr. Murphy called the meeting to order at approximately 8:30 a.m.

II. Approval of Minutes

Motion:

To approve the minutes of November 17, 2022 as presented.

Approved as presented.

III. Review of Current Vacancies

Mr. Murphy reviewed the current vacancies eligible for appointment and noted the Committee also has several members eligible for reappointment.

IV. Terms Eligible for Reappointment

Mr. Murphy introduced the discussion to the Committee provided a review of the members eligible for reappointment.

Motion:

To recommend the reappointment Ms. Donna Fontana to a six-year term as a member of the Board of Trustees.

Approved.

Motion:

To recommend the reappointment of Debra Hess Norris to a six-year term as a member of the Board of Trustees.

Approved.

Motion:

To recommend the reappointment of Robert Rider Jr. to a six-year term as a member of the Board of Trustees.

Approved.

Motion:

To recommend the reappointment of Edmond Sannini to a six-year term as a member of the Board of Trustees.

Approved.

V. AGB Conference Highlights

Mr. Murphy welcomed those who attended the AGB conference to share their reactions to the programming and opportunities to provide additional professional development for board members. Mr. Murphy encouraged sharing more information from the conference that might allow board members to access asynchronously.

VI. Appointment of New Board Members

Mr. Murphy invited the Committee to discuss eligible candidates for the existing vacancies, and the Committee identified a candidate to recommend for a six-year term as a New Castle County resident.

Motion:

To recommend the appointment of Mr. Nicholas Marsini to a six-year term as a member of the Board of Trustees.

Approved.

VII. Slate of Officers

The Nominating Committee recommends the following slate of Officers for the 2023-2024 year:

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

Those members of the Committee who are on the slate of officers abstained from the vote.

VIII. Adjourn

With no additional business, the Committee adjourned its meeting at approximately 9:40 a.m.

DRAFT MINUTES



Executive Committee Minutes

University of Delaware
May 5, 2023 at 10:30 AM EDT
@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, John Cochran, Claire DeMatteis (remote), Terri Kelly, William Lafferty (remote), Terence Murphy, Donald Puglisi

Guests: Melissa Bard, Jennifer Becnel-Guzzo, Beth Brand, Laura Carlson, Ioannis Vasileios Chremos, Fatimah Conley (remote), James Dicker, Nancy Getchell, Tori Glover, Jonathan Hezel, John Long, Mandy Minner, Jim Morrison, Chrissi Rawak, Mary Remmler, William Repetto, José-Luis Riera, Edmond Sannini, Brent Schrader

Absent:

Members: Jim Borel, Donna Fontana

I. Call to Meeting

Ms. Kelly called the meeting to order at approximately 10:30 a.m.

II. President's Report

Dr. Assanis provided a brief update highlighting incoming classes at the undergraduate and graduate levels. He noted that the undergraduate class is on track to approach its target size of 4,250. Dr. Assanis acknowledged housing demand and the strategies the administration is utilizing to respond to student need and support students both on and off campus. Mr. Long spoke to new and existing leases the University holds for housing and how additional beds might come available in the near-term for the fall. These leases will help inform housing strategy for both undergraduate and graduate student housing needs in conjunction with the findings from the student experience master plan. Dr. Assanis acknowledged the financial dynamic of securing housing and the administration's efforts to respond to graduate stipend levels to enhance support for graduate students.

Dr. Assanis informed the Executive Committee on the full accreditation, pending a formal vote in June, for the Lerner College of Business and Economics and the ongoing search for the next dean of the College.

III. Approval of Minutes

Motion:

To approve the minutes of November 18, 2022.

Approved as presented.

IV. Reports of the Standing Committees

A. Public Affairs & Advancement

Ms. DeMatteis reported on the meeting of April 18, 2022. Highlights included:

- Updates from the Southern Delaware Visiting Committee and its meetings in southern Delaware and its upcoming meeting at the Carvel Center on May 9;
- Implications of the potential passing of marijuana legislation, which has since passed, and the ways the administration will continue to monitor this issue;
- An update from the Office of Communication and Marketing, and the work to engage and elevate the presence and reputation of the University;
- A discussion on the appropriate venues to notify students and community members regarding time-sensitive issues; and
- A recognition of donors who made gifts in excess of \$100k.

B. Student Life & Athletics

Mr. Lafferty noted the meeting of April 19 at Warner Hall. Highlights included:

- Reports from President Assanis;
- A review of the 302 Tour scheduled in June;
- An update on the Blue Hen Collective, with over 100 student-athletes signed up for NIL opportunities;
- An update from Dr. Riera regarding new initiatives to support student experiences and the first graduate student lounge on campus;
- A presentation from Dr. Riera and external consultants regarding the student experience master plan and the initial findings for the process; and
- Updates from the student leadership organizations.

Ms. Kelly invited Ms. Rawak to provide updates on athletics activity, and she highlighted the men's lacrosse conference championship game on Saturday.

C. Academic Affairs

Ms. Kelly reported on the Academic Affairs Committee of April 19, 2022 on behalf of Ms. Fontana. Highlights include:

- An admissions update, highlighting record applications and nearly half applying to the Honors College;
- Growth in self-paying masters students and an increased yield in graduate students;
- Discussions of graduate housing needs;
- A report from Dr. Carlson reviewing the admissions pipeline and how we plan for faculty needs as a University through a multi-year, strategic process;
- A report from Dr. Kinservik around the COACHE survey and the final report and the impact for work moving forward; and
- Approval of the consent agenda, including two decommissioned programs, two programs receiving permanent status, and recognition of faculty personnel actions.

D. Honorary Degrees & Awards

Mr. Cochran reported on the meeting of the Committee on Honorary Degrees & Awards. April 21.

- Confirmation of the commencement speaker, Dr. Mae C. Jemison, the first African American woman in space;
- Recommendation of the honorary degree class of 2023, including Dr. Mae C. Jemison, Sarah Gore, Rakesh Jain, and Marichu Valencia;
- A review of presentations plans for honoring individuals to receive the University of Delaware Medal of Distinction noting recent recognitions of David Plastino and Charles Horne;
- Identification of several additional individuals to be recognized in the near term; and
- The formal presentation of the honorary degree to the family of Dr. James Newton, who was a member of the 2022 honorary degree class and passed before being recognized; and
- Recognition of Mr. Lafferty and Ms. DeMatteis who will be inducted into the UD Wall of Fame during alumni weekend.

E. Grounds & Buildings

Mr. Borel reported on the meeting of April 20, 2023. Highlights included:

- Updates on the STAR Campus master plan and other master planning projects;
- A review of capital planning projects;
- Three projects considered for approval, Spencer Laboratory, Ice Arena Chiller Replacement and the STAR Tower 9th Floor Fitout.

F. Finance

Dr. Puglisi reported on the meeting of April 20; highlights include:

- A review of the endowment portfolio and while a negative performance over calendar year 2022, the portfolio outperformed benchmarks;
- A review of FY23 all funds performance, with an operating surplus of \$29M, which represents an operating margin of 2.5%, with a target of 5%;
- Net tuition revenue was \$14M less than budgeted driven by increased financial aid and \$10M less in revenue from the English Language Institute;
- A review of FY24 budget, with key assumptions around the incoming first-year undergraduate class, increase in tuition at both undergraduate and graduate revenue up to 5%;
- A discussion of the University's tuition discount, expected to be approximately 34% with an intention to lower that tuition discount over time;
- A recommendation for a 4% payout from the endowment;
- A review of the sensitivities contemplated for the FY24;
- A review of the FY24 all funds budget;
- A review of the FY24 capital project budget;
- A review of total cost of attendance for FY24, noting the costs are gross costs and do not reflect discounts for need and merit aid;
- A discussion, and recommendation, to have a \$4.75 distribution rate from the endowment, representing a 4% of the twelve-month trailing average of the endowment; and
- A series of resolutions, related to some capital projects and banking resolutions.

The Committee discussed the tuition increase and the potential for media interest. The Committee encouraged an emphasis on the value and quality of the university's offerings. Ms. Kelly asked how we communicate total cost to families and highlighted the value of setting expectations for those students and families over the course of their enrollment. Dr. Puglisi encouraged the consideration of a multi-year cost proposal that might be offered to families. Ms. Remmler emphasized the opportunity to elevate the multiple pathways to a University of Delaware degree, including the Associate in Arts Program. Ms. Remmler also noted the partnership with the state requesting additional financial aid for Delawareans to encourage additional resident enrollment. Ms. Remmler reiterated that the budget surplus mentioned is not a single, unrestricted surplus but rather the sum of balances across thousands of accounts.

G. Diversity, Equity & Inclusion Ad Hoc Committee

Ms. Kelly highlighted the recent meeting of the Committee on April 21, 2022. Highlights included:

- Discussion of ongoing efforts and changes in staffing to support diversity, equity and inclusion work;
- The Committee also strongly encouraged implementing a climate survey and recognized the importance of being purposeful in designing that process;
- The Committee invited student participants, based on the recommendation of Ms. Glover, and that participation was beneficial.

Dr. Assanis voiced his support for identifying ways to ensure this topic is regularly part of the business of each of the standing committees as well.

V. Special Topic

A. Student Experience Master Plan

Ms. Kelly highlighted select aspects from the plan and welcomed Dr. Riera to expand on the project. Dr. Riera highlighted the interconnected nature of this process with the multi-year enrollment plan and proactive plans to support the University. He reviewed opportunities to work alongside the campus master plan to develop tactical solutions that support belonging and meet the needs of students informed by the student experience master plan. Dr. Riera acknowledged the work ahead to move from concepts to implemented strategies. Ms. Kelly invited the students to provide their reactions to the plan.

VI. Consent Agenda of Resolutions for Approval

- A. Recognition of Gifts
- B. Academic Resolutions
- C. Financial Resolutions
- D. Honorary Degree Class of 2023

Motion:

To approve the consent agenda as presented.

Approved as presented.

VII. Other Business

Dr. Puglisi recognized Dr. Morrison as the chair-elect of the Faculty Senate and a fellow faculty member who joined the faculty in 1971. Dr. Morrison shared his thanks and congratulated the Committee for how well structured and informative the presentation was. He shared the potential of inviting Ms. Kelly to attend a Senate meeting to help strengthen the connection between the Faculty Senate and the Board of Trustees. Dr. Assanis also commended Dr. Getchell for her leadership over the past year to shepherd the Faculty Senate.

Ms. Kelly invited those student guests who are graduating to address the Committee. Dr. Chremos thanked the Committee for the privilege to engage as a student leader, researcher and teacher. He encouraged further interaction with the student body to help create future leaders both in and outside the classroom. Ms. Glover noted she will be graduating at the end of the month and echoed the recommendation to continue to engage with student leaders and to expand the number of students who are engaged.

VIII. Adjourn

With no additional business, the Committee moved into an executive session at approximately 11:45 a.m.

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

May 16, 2023

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 October 1, 2022 through March 31, 2023.

RESOLUTIONS
October 1, 2022 to March 31, 2023

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Carol A. Ammon and Marie E. Pinizzotto M.D.	Athletics	North End Zone Project; Blue and Gold Fund
Anonymous	University Wide	DJG Scholarship
Anonymous	Arts and Sciences	Entrepreneurship Fund in Art and Objects Conservation Bequest
Christopher W. Baker and Carole Fleetwood Baker	Athletics	North End Zone Project; Blue and Gold Fund
Karl E. and Kristin Bennett	Health Sciences	Bennett Family Health For All Fund
Margaret Canavan	Engineering	Dr. Bernard Canavan Faculty Research Award
Andrew R. and Sharon D. Cichocki	Athletics	North End Zone Project; Baseball Program
Patricia and John Cochran	Athletics	North End Zone Project

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Delaware Community Foundation	Health Sciences	Partnership for Healthy Communities
Delaware Council on Economic Education, Inc.	Business and Economics	Center for Economic Education and Entrepreneurship
Kim L. Dietz	Health Sciences	Dietz Family Fund for Cognitive Aging Research; Center for Cognitive Aging Research
Nicholas M. Donofrio	Agriculture and Natural Resources	Envision Innovation Graduate Assistantships
Edward C. Davis Trust	Engineering	College of Engineering
Ellice and Rosa McDonald FDN, Inc.	Agriculture and Natural Resources	Endowed Professorship in Waterfowl and Upland Gamebird
Emerson Automation Solutions	University Wide	NIIMBL Donated Equipment Fund
Jennifer J. Enright-Ford	Health Sciences	School of Nursing
Stephen F. Esser and Dana L. Dortone	Honors College	Axe Family Munson Fellowship; Honors College Dean's Fund; Axe Family Distinguished Honors Alumni Lecture Series

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Claudia G. and Richard B. Fischer	Arts and Sciences	Paul D. Head Endowment for Choral Artistry
Donna M. Fontana	Graduate College	Fontana Endowed Fellows in Education and Social Policy; Fontana Fellows in Education and Social Policy
Charles A. and Patricia Genuardi	Agriculture and Natural Resources	Charles and Patricia Genuardi Term Professor of Food and Agribusiness Marketing and Management
Google, LLC	Engineering	Support for Dr. Huang's Research
H. Fletcher Brown Trust	University Wide	Unrestricted
The Henry Francis du Pont Winterthur Museum, Inc.	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Terri Connor Kelly and John B. Kelly	University Wide	Student Success Fund
William M. and Melissa G. Lafferty	Athletics	North End Zone Project
Rama S. and Sashi Marda; Rama and Sashi Marda Foundation	Graduate College	Rama Marda '72M Graduate Scholars Fund

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Brigid Hawk McVaugh and John B. McVaugh Jr.	Engineering; Health Sciences	Brigid Hawk McVaugh '74 and John B. McVaugh Jr. '71 '75M Professor of Environmental Engineering and Nutrition and Dietetics Student Support Fund
John J. Jr. and Paula J. Murray	Athletics	North End Zone Project; Field Hockey Program; Football Program
PepsiCo, Inc.	University Wide; Athletics	Student-Athlete Health and Wellbeing
Donald J. Puglisi and Marichu C. Valencia	University Wide	Student Success Fund
W. Eric and Judith E. Roberson	Morris Library	University Museums
James A. Sears and Suzanne McMahon Sears	Athletics	North End Zone Project; Blue and Gold Fund
James W. Sennott	Engineering	James W. Sennott '63 Endowed Enrichment Fund

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
The Siegfried Group, LLP; Robert L. Siegfried Jr. and Kathleen Horgan Siegfried	Business and Economics; University Wide	CEEE Siegfried Youth Leadership Program; Free Market Economics Summer Program-Siegfried; SYLP Enhancement Dual Enrollment; Center for Economic Education and Entrepreneurship; Siegfried Initiative Exploration and Impact Fund; Siegfried Initiative Leadership Research and Professional Development; Siegfried Award in the Horn Program in Entrepreneurship; Siegfried Lead Fellows; Siegfried Initiative Exploration and Impact Fund
Gary A. Smith and Carol Mertes-Smith	Agriculture and Natural Resources	Carol Mertes-Smith and Gary A. Smith Scholarship Fund; Carol Mertes-Smith and Gary A. Smith UDBG Support Fund
Stockman Family Foundation Trust	Arts and Sciences	Stockman Family Foundation WUDPAC Endowment

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Unidel Foundation, Inc.	Graduate College; University Wide; Health Sciences	Exceptional University-wide Graduate Programming For Summer Program Students; Increasing the Quality and Impact of UD Doctoral Programs; Communications Training for UD Researchers; Stellic: Degree Management Reimagined; Next-Generation MRI Research Facility on STAR Campus; Freezing the Details of Life: Cryo-Transmission Electron Microscopy for the Advancement of Biological Discovery; Improving Social Mobility for UD Students; Ammon Pinnizzotto Biopharmaceutical Innovation Center; DuPont Memorial Scholarship; 22J-HC Worker Simulation
Sean X. Wang and Monica Meng-Ling Ho; Kerith Foundation	Arts and Sciences; Business and Economics	Winterthur/University of Delaware Program in Art Conservation (WUDPAC); Proof of Concept Launch Fund
C. Russell and Pamela P. Ward; John P. Jr. and Lea C. Ward	Athletics	Men's Lacrosse Program; North End Zone Project
Thomas B. and Judy B. Willing	Engineering	Thomas Willing Early Career Professor of Chemical and Biomolecular Engineering

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors who contributed \$100,000 or more during the timeframes listed above.

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

MAY 16, 2023

WHEREAS, the Department of Human Development and Family Sciences in the College of Education and Human Development currently offers a MA in Early Childhood Development and Programming in response to the partnership with China, and

WHEREAS, the partnership with China in MA program has not solidified and discontinued, and

WHEREAS, the MA program has continued with small enrollment of local students the past couple of years and currently no new students are enrolled, and

WHEREAS, due to the cost of maintaining program, the disestablishment of program has been proposed and discussed at the faculty meeting, and

WHEREAS, the Faculty Senate recommends disestablishment of the MA degree in Early Childhood Development and Programming,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishment of the MA degree in Early Childhood Development and Programming.

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

MAY 16, 2023

WHEREAS, the Department of Business Administration in the Lerner College of Business and Economics currently offers a MBA in Entrepreneurship and Innovation, and

WHEREAS, the Entrepreneurship and Innovation (MBA) has not been offered for a number of years and has had minimal interest, and

WHEREAS, the MA program has continued with small enrollment of local students the past couple of years and currently no new students are enrolled, and

WHEREAS, students are no longer being recruited to the program, and past course requirements are no longer in effect, and

WHEREAS, the Department of Business Administration has no plans to offer this program in the future, and

WHEREAS, the Faculty Senate recommends disestablishment of the MBA in Entrepreneurship and Innovation,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishment of the MBA in Entrepreneurship and Innovation.

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

MAY 16, 2023

WHEREAS, the Department of Electrical and Computer Engineering in the College of Engineering currently offers a MS in Cybersecurity, and

WHEREAS, the MS in Cybersecurity was provisionally approved for five years in 2015 and is due for a Permanent Status Program Review (PSPR), and

WHEREAS, the program's enrollment has grown and remained strong, and

WHEREAS, the program continues to achieve its objective of training individuals that have a traditional background in engineering, computer science, informational systems, or related fields to have strong security skills enabling them to develop new secure systems and/or software, to use analytics for security purposes, or to develop and manage secure business systems, and

WHEREAS, graduates of the program have successfully obtained industry Positions, and

WHEREAS, the Faculty Senate recommends approving permanent status to the MS in Cybersecurity;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves granting permanent status to the MS in Cybersecurity.

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

MAY 16, 2023

WHEREAS, the Department of Chemical and Biomolecular Engineering in the College of Engineering currently offers a Master of Engineering: Particle Technology, and

WHEREAS, the Department of Chemical and Biomolecular Engineering in the College of Engineering was unable to attract student cohorts sufficiently large enough to offset the costs associated with this program, and

WHEREAS, the temporary funding from the College of Engineering has ended, and

WHEREAS, the Department of Chemical and Biomolecular Engineering experienced a financial burden in supporting the two MEPT full-time faculty members, and

WHEREAS, the Faculty Senate recommends disestablishment of the Master of Engineering Particle Technology (MEPT) program for Fall 2023;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishment of the Master of Engineering Particle Technology (MEPT) program for Fall 2023.

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

MAY 16, 2023

BE IT RESOLVED, to recognize the personnel actions (named professors and promotions and tenure) presented in the April 19, 2023 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Reports and Appendices Section B**.

B. FACULTY PERSONNEL ACTIONS

1. Named Professorships

The following individuals were recommended for named professorships:

Name	Title and Department
Alice Ba	Emma Smith Morris Professor, Department of Political Science and International Relations

2. Promotions and Tenure

3.

The following individuals are recommended for promotion from Associate Professor to Professor, effective September 1, 2023. All were previously granted tenure.

Name	Department
Tanya Gressley	Animal and Food Sciences
Ashley Pigford	Art and Design
Nir Yehuda	Accounting and Management Information Systems
Richard Suminski, Jr.	Behavioral Health and Nutrition
Kyle Emich	Business Administration
Katalin Takacs Haynes	Business Administration
Jennifer McConnell	Civil and Environmental Engineering
Chengmo Yang	Electrical and Computer Engineering
Rebecca Davis	History
Allison Karpyn	Human Development and Family Sciences
Thomas Buckley	Kinesiology and Applied Physiology
Anderson Janotti	Materials Science and Engineering
Michelle Cirillo	Mathematical Sciences
Miao-Jung Yvonne Ou	Mathematical Sciences
Xin Lu	Mechanical Engineering
Anjana Bhat	Physical Therapy
Deb Jaisi	Plant and Soil Sciences
Angelia Seyfferth	Plant and Soil Sciences
Julio Carrion	Political Science and International Relations
Matthew Weinert	Political Science and International Relations
Philip Gable	Psychological and Brain Sciences
Elizabeth Farley-Ripple	School of Education
Jonathan Cohen	School of Marine Science and Policy
Elias Goldstein	School of Music
Chrysanthi Leon	University Honors College

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2023.

Name	Department
Brian Peasnall	Associate in Arts Program
Julia Bayuk	Business Administration
Amanda Bullough Workman	Business Administration
Nigel Caplan	English Language Institute
Jennifer Buckley	Mechanical Engineering
Ryan Beveridge	Psychological and Brain Sciences

The following individuals are recommended the award of tenure at the rank of Associate Professor effective September 1, 2023.

Name	Department
Dawn Fallik	English
Guillaume Combet	School of Music

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2023.

Name	Department
Cencheng Shen	Applied Economics and Statistics
Kalim Shah	Biden School of Public Policy and Administration
Anne Siders	Biden School of Public Policy and Administration
Liyang Mu	Business Administration
Junbo Son	Business Administration
Ming Zhao	Business Administration
Catherine Fromen	Chemical and Biomolecular Engineering
Kevin Solomon	Chemical and Biomolecular Engineering
Juan Perilla	Chemistry and Biochemistry
Ho Ming Chow	Communication Sciences and Disorders
Giovanna Morini	Communication Sciences and Disorders
Tingyi Gu	Electrical and Computer Engineering
Sonia Robles	History
Tia Barnes	Human Development and Family Sciences
Elisa Arch	Kinesiology and Applied Physiology
Christopher Martens	Kinesiology and Applied Physiology
Melissa Witman	Kinesiology and Applied Physiology
Vu Dinh	Mathematical Sciences
Benjamin Jungfleisch	Physics and Astronomy
Bennett Maruca	Physics and Astronomy
Erin Sparks	Plant and Soil Sciences
Joshua Neunuebel	Psychological and Brain Sciences
Naomi Samimi-Sadeh	Psychological and Brain Sciences
Jeffrey Spielberg	Psychological and Brain Sciences
Lauren Bailes	School of Education
Lynsey Gibbons	School of Education

Teo Paoletti	School of Education
Andrew Wozniak	School of Marine Science and Policy
Xiaopeng Ji	School of Nursing
Ellen Donnelly	Sociology

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2023.

Name	Department
Thomas Giardina	Associate in Arts Program
Daniel McDevit	Associate in Arts Program
Alexia Mintos	Associate in Arts Program
Marc Lodyga	Behavioral Health and Nutrition
Jennie Saxe	Civil and Environmental Engineering
Mohsin Siddiqui	Civil and Environmental Engineering
Austin Bart	Computer and Information Sciences
Jens Schubert	Economics
Colleen McCabe	English
Delice Williams	English
Ryan Pohlig	Epidemiology Program
Brittany Overstreet	Kinesiology and Applied Physiology
Meghan Dabkowski	Languages, Literatures and Cultures
Chung-min Tu	Languages, Literatures and Cultures
Beatrice Gaynor	School of Nursing
Emerald Christopher-Byrd	Women and Gender Studies

The following individuals are recommended for promotion from Associate Instructor to Assistant Professor, without tenure, effective September 1, 2023.

Name	Department
Kathleen Copeland	English Language Institute

C. ACADEMIC ACTIONS REPORT

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

4. Faculty Emeriti

The following individuals have received emeritus status as of March 31, 2023:

Name	Title	Department
Araya Debessay	Professor Emeritus	Accounting and Management Information Systems

Limin Kung	Professor Emeritus	Animal and Food Sciences
Lawrence Nees	Professor Emeritus	Art History
Patricia Walsh	Associate Professor Emerita	Biological Sciences
Gary Weaver	Professor Emeritus	Business Administration
Nii Attoh-Okine	Professor Emeritus	Civil and Environmental Engineering
Sue McNeil	Professor Emerita	Civil and Environmental Engineering
Deborah Alvarez	Associate Professor Emerita	English
Joan Brown	Elias Ahuja Chair of Spanish Emerita	Languages, Literatures and Cultures
Bruno Thibault	Edward Rosenberg and Elizabeth Goodman Professor of French Literature Emeritus	Languages, Literatures and Cultures
Pamela Cook	Professor Emerita	Mathematical Sciences
Felix Lazebnik	Professor Emeritus	Mathematical Sciences
Tsu-Wei Chou	Professor Emeritus	Mechanical Engineering
James Hoffman	Professor Emeritus	Psychological and Brain Sciences
Jeffrey Rosen	Professor Emeritus	Psychological and Brain Sciences
Carol Vukelich	Professor Emerita	School of Education
Norma Gaines-Hanks	Associate Professor Emerita	School of Education
Albert Cavalier	Associate Professor Emeritus	School of Education
Ralph Ferretti	Professor Emeritus	School of Education
Ratna Nandakumar	Professor Emerita	School of Education
James Hiebert	Professor Emeritus	School of Education
William Ullman	Professor Emeritus	School of Marine Science and Policy

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

May 16, 2023

WHEREAS, Trustees Budget Policies and Regulations require the Committee on Finance to review and approve the operating budget, ensuring 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 2024 budget of \$1,235.3 million as presented including the following annual tuition rates for FY 2024 (subject to confirmation of the State Budget Recommendations for FY 2024).

	<u>Resident</u>		<u>Non-Resident</u>	
	<u>Tuition</u>	<u>Increase</u>	<u>Tuition</u>	
	<u>Increase</u>			
Undergraduate*				
Full-time	\$14,040	5.0%	\$37,680	5.0%
Per Credit Hour	585	5.0%	1,570	5.0%
Maximum Tuition Rate for:				
Winter Session	\$2,633	5.0%	\$7,065	5.0%
Summer Session	2,633	5.0%	7,065	5.0%

*Undergraduate tuition rate increases not to exceed 5.0 percent.

Graduate	<u>Amount</u>	<u>Increase</u>
Base - Per Credit Hour	\$ 1,028	5.0%
Exceptions - Per Credit Hour	\$ 812	5.0%
	\$ 1,352	5.0%
	\$ 1,539	5.0%
	\$ 2,053	5.0%

Graduate Sustaining Fee	<u>Amount</u>	<u>Increase</u>
Master	\$ 801	5.0%
Doctoral	\$ 1,210	5.0%

COMPREHENSIVE FEE

Effective Fall 2023, Student Comprehensive Fee charged to full-time students to remain at \$549 per semester. No increase proposed for the part-time or winter/summer fees.

STUDENT CENTER FEE

Effective Fall 2023, Student Center Fee charged to full-time students to remain at \$119 per semester.

STUDENT WELLBEING FEE

Effective Fall 2023, the Student Wellbeing fee charged for full-time students to remain at \$352 per semester. Further, Winter Session Student Wellbeing Fee to remain at \$77, and Summer Session Wellbeing Fee to remain at \$98.

MANDATORY COURSE FEE

Effective Fall 2023, Mandatory Course Fees to remain at current rates.

BOARD PLAN RATES

Effective Fall 2023, Board Plan rates to increase an average 9.0 percent for the 2023 – 2024 academic year. The proposed annual rate for the standard board plan of 14 weekly meals and 200 points is \$6,270 which is an increase of \$518 over the current academic year.

RESIDENCE HALL RATES

Effective Fall 2023, Room rates to be adjusted by an average of 5.0 percent across room rate portfolio.

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

May 16, 2023

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 \$4.75 per unit in Fiscal Year 2024 which represents 4.00% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2022.

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

May 16, 2023

WHEREAS, the Executive Committee has reviewed the following project summaries and costs for completion, as provided by the Administration:

Spencer Laboratory Design Studio and Deferred Maintenance Upgrades	\$16,900,000
Ice Arena Chiller Replacement	\$4,000,000
STAR Tower 9 th Floor Fitout	\$1,750,000;

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees approves the Spencer Laboratory Design Studio and Deferred Maintenance Upgrades, Ice Arena Chiller Replacement, and STAR Tower 9th Floor Fitout and approves the Administration to take any further action deemed necessary to complete the projects.

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

May 16, 2023

WHEREAS, the University Administration negotiated and Board of Trustees approved an Option Agreement (the “Option”) with Dakota Power (“Dakota”) for a period of up to 4 years to perform due diligence and decide whether to establish, and gain the necessary approvals for, a solar energy farm on the 137 acre Biggs Farm parcel in southern New Castle County owned by the University (the “Property”); and

WHEREAS, upon the exercise of the Option, Dakota would lease the Property for a term of 30 years, with extensions (the “Lease”), and operate, through a newly formed subsidiary, a solar farm on the Property; and

WHEREAS, Dakota learned of DelDOT’s eventual intent to condemn 67.61 acres of the Property for right of way purposes; and

WHEREAS, Dakota advised University of impending condemnation and requested an addendum to Option to reduce the Property to remaining land after DelDOT acquisition, approximately 70 acres;

WHEREAS, the University approached DelDOT regarding the Advanced Acquisition in lieu of condemnation for the 67.61 acres;

WHEREAS, DelDOT hired an independent appraisal and has offered the University Two Million Seven Hundred and No/100ths Dollars (\$2,700,000.00) based upon said appraisal;

WHEREAS, the sale price of the 67.61 acres exceeds the agreed to thirty (30) year Lease amount for that portion of Property by \$1.2M; and

WHEREAS, proceeds of the sale will be utilized for The Sewell C Biggs Endowed Chair In American Art History per the Endowment Fund Agreement of April 8, 1998.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees hereby approves the proposed transaction and recommends that the Administration be authorized to take any further action deemed necessary to complete the proposed transaction.

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

May 16, 2023

**OFFICERS AUTHORIZED TO OPEN AND CLOSE BANK,
BROKERAGE, CUSTODY, TRUST OR OTHER ACCOUNTS**

THIS TO CERTIFY THAT at a meeting of the Board of Trustees of the University of Delaware held on May 16, 2023, the following resolution, having originated with, and having been approved on motions duly made and seconded by the appropriate standing committees, was adopted and is in full force and effect:

RESOLVED, by the Board of Trustees as follows:

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

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

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.

2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.

3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.

4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means, including, but not limited to, wire transfers, EFT, and lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.

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

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

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

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

I FURTHER CERTIFY that the following are the genuine signatures of the persons now holding the offices in this corporation indicated next to their respective names.

Dennis Assanis
President

Mary Messina Remmler
Senior Vice President
and Chief Financial Officer

Beth G. Brand
Vice President and
University Secretary

Aimee L. Turner
Vice President of Finance
and Treasurer

Keith Michael Walter
Chief Investment Officer

Lisa Marra Kelly
Controller

IN WITNESS WHEREOF I have hereunto set my hand and the seal
of the University of Delaware this _____ day of
_____, 20_____.

Beth G. Brand, Vice President
And University Secretary

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

May 16, 2023

**OFFICERS AUTHORIZED TO OPEN INVESTMENT ACCOUNTS AND
EXECUTE SECURITIES AND CERTAIN DERIVATIVE TRANSACTIONS**

THIS TO CERTIFY THAT at a meeting of the Board of Trustees of the University of Delaware held on May 16, 2023, the following resolution, having originated with, and having been approved on motions duly made and seconded by the appropriate standing committees, was adopted and is in full force and effect:

RESOLVED, by the Board of Trustees as follows:

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

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

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

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

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

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

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

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

4. Authority to Take Other Appropriate Action. The President, Senior Vice President and Chief Financial Officer, Vice President and University Secretary, Vice President of Finance and Treasurer, Chief Investment Officer, and Controller of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.

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

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

I FURTHER CERTIFY that the following are the genuine signatures of the persons now holding the offices in this corporation indicated next to their respective names.

Dennis Assanis
President _____

Mary Messina Remmler
Senior Vice President
and Chief Financial Officer _____

Beth G. Brand
Vice President and
University Secretary _____

Aimee L. Turner
Vice President of Finance
and Treasurer _____

Keith Michael Walter
Chief Investment Officer _____

Lisa Marra Kelly
Controller _____

IN WITNESS WHEREOF I have hereunto set my hand and the seal of the University of

Delaware this _____ day of _____,
20 ____.

Beth G. Brand, Vice President
and University Secretary

RESOLVED, that the following individuals are approved to receive UD Honorary Degrees during the 2023 Commencement ceremony on May 27, 2023: **Ms. Sarah Gore, Dr. Rakesh Jain, Dr. Mae Jemison, and Ms. Marichu Valencia**