



Board of Trustees Semiannual Meeting

University of Delaware

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

Dec 5, 2023 3:00 PM - 5:00 PM EST

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Board of Trustees Semiannual Meeting Minutes

University of Delaware

May 16, 2023 at 3:00 PM EDT

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

Attendance

Present:

Members: Carol Ammon, Dennis Assanis, Christopher Baker, Jim Borel, Shawn Brittingham, Allison Castellanos, John Cochran, Joan Coker, Beth Cooper, Claire DeMatteis, William DiMondi, Donna Fontana, Michael Geltzeiler, Kathleen Hawkins, Terri Kelly, William Lafferty, Nisha Lodhavia, Guy Marcozzi, Terence Murphy, Debra Norris, John Paradee, Claudia Peña Porretti, Donald Puglisi, Edmond Sannini, Sean Wang, Freeman Williams

Absent:

Members: James Correll, Robert Rider Jr., David Spartin, Kenneth Whitney

I. Call to Order

Ms. Kelly called the meeting to order at approximately 3:00 p.m. and welcomed all in attendance.

II. Attendance Report

Ms. Hawkins reported the attendance report and noted a quorum for the meeting.

III. Approval of the Minutes

Motion:

To approve the minutes of the meeting of March 21, 2023.

Approved as presented.

IV. Public Comment

Ms. Brand recognized four members of the public for presentation of public comment. Ms. Brand recognized Ms. Purcell, Mr. Bancroft, Dr. Morgan and Dr. Sawyer to present to the Board of Trustees.

Ms. Kelly thanked those who provided public comment for attending and bringing these issues to the Board's attention.

V. Report of the President

Dr. Assanis welcomed board members and the public to the meeting and thanked all in attendance. He noted several campus updates and informed the Board of the honorary degree class for 2023 as well as the commencement speaker, Dr. Mae Jemison. He presented the Warner and Taylor Alumni Awards winners for the class of 2023 and highlighted a record number of students and alumni recognized through top national scholarships including Fulbright, Truman, Goldwater and Gates Cambridge scholarships. Nearly two-thirds of these award winners are members of the Honors College. The University was recognized through fifteen National Science Foundation Graduate Research Fellowships. Dr. Assanis highlighted the successes of student-athletes, including conference successes and several football alumni who have signed deals with professional football teams. He presented on the progress of the name, image and likeness collective for student-athletes and the work of Ms. Rawak to coordinate the 302 Tour which involves student-athletes, coaches and staff engaging throughout the state of Delaware over three days. Dr. Assanis moved to successes in eSports competitions over the past semester. Dr. Assanis presented key accomplishments provided by each of the deans to provide a sampling of the excellence taking place across the university. Dr. Assanis welcomed and recognized Dr. Joseph Fox, who was awarded the Alison Award this year, which honors faculty excellence.

Dr. Assanis presented on the accelerating growth in the University's research enterprise and spoke to the growth in both externally sponsored and total research expenditures from 2019-2022, which in total grew from \$206.3M to \$368.1M. This growth should be reflected in future rankings and highlighted the success in this growth due to the great work of the University's students and faculty.

Dr. Assanis reviewed several recent visits in Southern Delaware, including visits to Legislative Hall to meet with elected officials as well as a tour of the Lasher Laboratory and the Carvel Center. The Southern Delaware Visiting Committee recently met at the Carvel Center and celebrated the role of the University of Delaware in the agriculture and poultry industries. Dr. Assanis thanked the Board for spearheading increased engagement in Southern Delaware and shared his appreciation for all those who participated.

Dr. Assanis presented on the ways that the University is gaining national attention through publications emanating from the university, high-performing social media, attracting national media and celebrating UD achievements, including the celebration of

100 years of study abroad. Dr. Assanis spoke to several updates relating to national and global rankings at both the undergraduate and graduate levels.

Dr. Assanis provided a review of fiscal year 2023, noting a slightly better than budgeted operating surplus, resulting in an operating margin of approximately 2-3%. He shared the ambition to grow the operating surplus toward a target of 5%. The condition for fiscal year 2024 is projected at 1.7%, which will require a continued downward pressure on the institutional discount rate and growth in external funding for scholarships. Revenue growth is necessary, realized through increased use of special sessions and self-paying master's programs, to continue to offer competitive compensation and benefits packages for faculty and staff and provide competitive stipends for doctoral students. Dr. Assanis reviewed plans to develop a multi-year strategic enrollment plan and detailed the separate targets for different segments of the enrollment mix at both the graduate and undergraduate program levels.

Dr. Assanis revised the undergraduate class of 2027 and noted the intention to yield a class near the target of 4,250 in context for first-year class sizes and diversity demographics from 2019-2023. He reiterated the increase in competitiveness for the incoming class and the success of the University in generating demand. He noted recent international visits and how the international enrollment of the University continues to diversify across additional countries. Dr. Assanis spoke to growth in graduate enrollment, with increases in overall graduate student yield, with a slight decline in doctoral students impacted significantly by stipend support levels and the availability of graduate student housing. Dr. Assanis expressed his goal to ensure all programs achieve a 9-month minimum stipend of \$27,000 by fall 2025 and to move three-quarters of doctoral students to have commitments for 12 months of support, either on or off campus. He expressed his confidence that the goal could be met collaboratively with partnership with the provost and the deans. With regard to graduate student housing, this year the University will offer a record number of housing opportunities for graduate students. These programs will inform the planning process regarding more permanent graduate student housing models.

Dr. Assanis presented some initial findings from the student experience master planning process which aims to increase the already outstanding student experience, ranging from tactical interventions to strategic renovations. Dr. Assanis spoke to progress in advancing equity resources and initiatives, including the opening of the center for intercultural engagement, updates to the office of Title IX, and pending updates to Federal Title IX regulations and expected SCOTUS decision on the affirmative action in

admissions. Dr. Assanis reviewed the growth of the University's faculty, demographic details of newly hired faculty and the status of faculty searches for the year. He anticipated approximately 100 new members on the faculty this fall.

Dr. Assanis reported on the updated library annex addition and the process to relocate books in order to make available additional space in Morris Library for gathering for students and to still provide access to those books that might be housed in the annex for occasional use. He presented updated progress photos for the construction of Building X and the potential of this new space once it is completed. He showcased the progress in the Fintech Innovation Hub and the opening of the restaurant on the first floor of the building. Dr. Assanis closed his report to direct individuals to the president's report and introduced Dr. Carlson to provide a report.

Dr. Carlson thanked Dr. Assanis for the introduction and reviewed the pillars of the Forward and Forever strategic plan. She reviewed activities led by faculty members that align with each of the pillars of the plan as anecdotes representing the incredible impact of the faculty. These examples encompass existing projects and those underway that will provide greater impact. She presented a map identifying locations where faculty have international partnership and noted the coverage of nearly every continent. Dr. Carlson spoke to an upcoming summit, One Idea, One Slide, taking place at the end of the week and welcomed participation from the Board and those in attendance.

Dr. Assanis thanked Dr. Carlson for her report. He introduced the next segment of the meeting to include a presentation from a member of the faculty, Dr. Laura Field and introduced her to provide her remarks.

VI. Special Presentation

Dr. Field provided a presentation to the Board on her research relating to the impact of principles-based approaches to director gender.

Ms. Kelly thanked Dr. Field for her presentation.

Ms. Kelly thanked Dr. Assanis and Dr. Carlson for their presentations and highlighted the positive impact of the multi-year enrollment plan, and asked about the research expenditure slide, and Dr. Assanis spoke to the differentiation between externally sponsored research and the total research expenditures.

VII. Reports and Recommendations of the Standing Committees

Ms. Kelly invited the Committee chairs to provide reports of their most recent meetings and noted the work of the Committees in overseeing the University's progress as contemplated through its strategic plan.

A. Public Affairs & Advancement

Ms. DeMatteis reported on the meeting of the Committee on April 18, 2023. She noted an update regarding the work of the Southern Delaware Visiting Committee, and reports from Government Relations, Communications and Marketing, and Innovation and Entrepreneurship. The Committee considered the implications of the recently passed marijuana legislation, opportunities to strengthen communications with students in the aftermath of local events, and recognized donors who made gifts to the University in excess of \$100,000.

B. Student Life & Athletics

Mr. Lafferty reported on the meeting of April 19, 2023 which was held at Warner Hall. He noted presentations from President Assanis, Athletics, Student Life, and leaders from the student advisory groups on campus. Topics presented complemented Dr. Assanis's report, including the 302 Tour, the Blue Hen Collective name image and likeness opportunities, an update from Dr. Riera on campus activities and the preliminary findings from the student experience master planning process.

C. Academic Affairs

Ms. Fontana reported on the Committee's meeting of April 19, 2023. The Committee received an admissions update from Dr. Assanis, and Dr. Carlson provided an overview of the admissions pipeline and plans to implement a multi-year admissions strategy which dovetails with the faculty hiring process. Dr. Kinservik reported on the COACHE survey and final report and the Committee recommended for approval several programmatic changes and the recognition of faculty personnel actions.

D. Grounds & Buildings

Mr. Borel reported on the Committee's meeting on April 20, 2023. The Committee received updates on the STAR Campus master plan, and other master

planning processes underway. The Committee reviewed the portfolio of current capital planning projects and recommended three projects for approval.

E. Finance

Dr. Puglisi reported on the meeting of the Finance Committee on April 20, 2023. He reported on the performance of the endowment portfolio, fiscal year 2023 all funds performance, and the fiscal year 2024 budget. He noted several recommendations from the Committee including a recommendation of a 4% payout from the endowment, a review of the fiscal year 2024 budget including recommended cost of attendance changes, and recommended approvals relating to capital projects and the updating of banking resolutions.

F. Honorary Degrees & Awards

Ms. Norris reported on the Committee of Honorary Degrees and Awards on April 21, 2023. She reviewed the honorary degree class of 2023 and provided a brief biography on each of the recipients. She noted discussion of Medal of Distinction candidates and the recent awards to David Plastino and upcoming awards in the near-term. She encouraged those in participation to continue to encourage the submission of honorees in the future.

G. Nominating

Mr. Murphy reported on the meeting of the Nominating Committee on May 5, and noted the recommended re-election of four members for a term of six years.

Motion:

To re-elect Ms. Donna Fontana, Ms. Debra Hess Norris, Mr. Edmond Sannini and Mr. Robert Rider Jr. to a second, six-year term.

Approved as presented.

Mr. Murphy presented one new member recommended to the Board by the Nominating Committee for a term of six years, Mr. Nicholas Marsini.

Motion:

To elect Mr. Nicholas Marsini to a six-year term.

Approved as presented.

Dr. Puglisi invited those board officer candidates to leave the room momentarily, and presented the proposed slate of officers for 2023-2024 for approval.

Motion:

To approve the slate of officers for the year 2023-2024

Approved as presented.

Dr. Puglisi reported that the election of officers concluded the report of the Nominating Committee.

H. Executive

Ms. Kelly reported that the Executive Committee met on May 5, 2023 and received reports and recommendations from each of the standing committees. She thanked the Committee Chairs and others for their active participation and support of the work of the University.

Ms. Kelly provided a brief update on the work of the Diversity, Equity and Inclusion Ad Hoc Committee and noted its most recent meeting of April 21, 2023 and included the participation of students guests. The Committee received an update from Ms. Conley and noted the connection of these conversations to the work of the university and the standing committees more broadly. She noted recent changes and the interest in a future climate survey for the Committee.

VIII. Consent Agenda of Resolutions for Approval by the Board of Trustees

- A. Recognition of Gifts
- B. Academic Resolutions
- C. Endowment Distribution for Fiscal Year 2024
- D. Banking Resolutions
- E. Faculty Personnel Actions (named professorships and promotion and tenure)
- F. Fiscal Year 2024 Budget and Fees
- G. Capital Projects

H. Honorary Degree Class of 2023

Motion:

To approve the consent agenda as presented.

Approved as presented.

IX. Special Recognitions

Ms. Kelly took a moment to present the names of those faculty being recognized for their respective personnel actions and to recognize those individuals in attendance to be congratulated.

Motion:

WHEREAS, the Board of Trustees wishes to acknowledge and celebrate faculty excellence, and to enter such acknowledgement into the formal record of Board proceedings;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees congratulates each of the individuals listed in this resolution on their respective personnel actions.

Approved as presented.

Ms. Kelly, Ms. Norris and Dr. Assanis individually recognized four members of the University of Delaware community with the University of Delaware Medal of Distinction:

- Dr. Maria Aristigueta
- Dr. John Pelesko
- Dr. Bruce Weber
- Mr. Mark Samuels Lasner

X. Adjournment

With no additional business, the Board adjourned its meeting at approximately 5:30 p.m.



Annual Board of Trustees Retreat Minutes

University of Delaware
Oct 5, 2023 at 8:45 AM EDT
@ Audion, STAR Tower

Attendance

Present:

Members: Dennis Assanis, Christopher Baker, Allison Castellanos, John Cochran, Joan Coker, Beth Cooper (remote), Claire DeMatteis, Donna Fontana, Michael Geltzeiler, Kathleen Hawkins, Terri Kelly, William Lafferty, Nisha Lodhavia, Guy Marcozzi, Nick Marsini, John Paradee, Claudia Peña Porretti, Donald Puglisi, Edmond Sannini, Sean Wang, Freeman Williams

Absent:

Members: Carol Ammon, Jim Borel, Shawn Brittingham, James Correll, William DiMondi, Robert Rider Jr., Terence Murphy, Kenneth Whitney

I. Call to Meeting and Public Comment

Ms. Kelly called the meeting to order at approximately 8:45 a.m.

Ms. Brand welcomed Dr. Galileo and Dr. Morgan to provide public comment to the Board of Trustees.

II. Fall Strategic Updates and State of the University

A. Chair's Welcome

Ms. Kelly welcomed the Board and guests to the board retreat and for their interest in the work of the University. She reviewed the agenda and the objectives for the meeting.

B. President's Remarks

Dr. Assanis provided an update on the work of the University and highlighted recognition in the U.S. World News rankings, enrollment trends and future plans, and strategic goals for the fiscal year.

C. Provost's Remarks

Dr. Carlson spoke to ongoing interdisciplinary efforts and the noted the commitment to academic excellence, community and impact. She reviewed the existing pathways to a degree from the University of Delaware and efforts to strengthen those pathways.

III. Understanding the Supreme Court Decision on Race-Based Admissions

Ms. Hampshire-Cowan presented on the recent Supreme Court decision related to race-conscious admissions and how it serves as an opportunity to reflect on governance best practices.

She invited Mr. Morrison, Dr. Rossi, Ms. Conley and Ms. Downin to react to the presentation and speak to the ongoing work in response to the court decision as it relates to the University of Delaware.

IV. AI's Implications for Higher Education and Society

Dr. Assanis moderated a panel including Drs. Greene and Perlmutter. He noted their participation in the President's Council of Advisors on Science and Technology and moderated a discussion of Artificial Intelligence and its impacts on society.

V. Faculty, Staff and Student Panel Discussion on Artificial Intelligence on Campus

Dr. Kinservik introduced a panel of University faculty, staff and students to discuss the initiatives underway to study and react to Artificial Intelligence and its impact to teaching and learning.

VI. Closing Remarks

Ms. Kelly thanked everyone for their participation in the day's meeting and adjourned the meeting at approximately 4:51 p.m.



Honorary Degrees & Awards Committee Minutes

University of Delaware
Oct 23, 2023 at 10:30 AM EDT

@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, John Cochran, Claire DeMatteis (remote), Matt Kinservik, Breck Robinson (remote), Regina Wright

Guests: Beth Brand, Fatimah Conley (remote), Jim Dicker, Debra Norris, Rhett Ruggerio (remote), Brent Schrader

Absent:

Members: Michael Geltzeiler, Terri Kelly

I. Call to Order

Mr. Cochran called the meeting to order at approximately 10:30 a.m. and welcomed all in attendance.

II. Approval of Minutes

Motion:

To approve the minutes of the spring meeting of the Committee on Honorary Degrees & Awards.

Minutes approved as presented.

III. Review of Recent Awardees

Ms. Brand presented an overview of the Committee's work highlighting recent recipients of the Medal of Distinction and Honorary Degrees. The Committee discussed the impact of these recent awards and how recipients appreciated the recognition.

IV. Commencement and Convocations

A. Update on Strategy

Ms. Brand updated the Committee on the ongoing discussion to plan for both the Class of 2024 and the Class of 2025. The Committee discussed recent trends in Commencement attendance and potential factors for low attendance.

B. Commencement Speaker Discussion

Mr. Cochran opened the discussion to identify prospective candidates for the Commencement speaker for the class of 2024. He reviewed some leading names for consideration and welcomed the Committee's input. Mr. Cochran encouraged the administration to continue to explore alumni as potential speakers given the positive reception of alumni.

The Committee discussed the merits of the candidates for Commencement speaker and how to explore interest from the named individuals in a ranked order.

C. Honorary Degree Class of 2024

Mr. Cochran encouraged the Committee to discuss the proposed honorary degree candidates. The Committee discussed the strategy to develop the honorary degree class and to include a notable faculty member when appropriate.

V. Medal of Distinction Discussion

The Committee discussed the rationale for awarding the Medal of Distinction and identified several individuals for recognition.

Ms. Brand reviewed the existing approved Medal of Distinction awardees and plans to recognize these individuals at future events.

The Committee reviewed a list of future candidates for the Medal of Distinction and discussed strategy to recognize individuals at upcoming events.

The Committee discussed future names to keep under consideration for later recognition.

Motion:

To recognize eight individuals with the medal of distinction.

Approved.

VI. Other Matters

The Committee acknowledged the concept of a gala and discussed the potential of beginning with a smaller event or adding recognitions to ongoing events, like the Founder's Society or for an event driving philanthropy for a particular cause. Mr. Dicker supported the concept of an annual event that celebrates philanthropy and recognize individuals with a Medal of Distinction. The event could be held in either the fall or the spring.

VII. Adjournment

With no additional business, the Committee adjourned its meeting at approximately 11:59 a.m.

DRAFT MINUTES



Student Life & Athletics Committee Minutes

University of Delaware
Nov 7, 2023 at 1:00 PM EST
@ 130 Hullihen Hall

Attendance

Present:

Members: Carol Ammon (remote), Dennis Assanis, Christopher Baker, Allison Castellanos, Michael Geltzeiler (remote), Kathleen Hawkins (remote), Terri Kelly, William Lafferty, Freeman Williams

Guests: Eleni Assanis, Meredith Blowman, Beth Brand, Chelsea Burk, Laura Carlson, Glenn Carter, Fatimah Conley, Jim Dicker, Angela Downin, Julia Hatoum, John Jebb, Megan Kelly, Peter Krawchyk, John Long, Nicole Long (remote), Alan Parkes, Thomas Price, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Rhett Ruggerio (remote), Brent Schrader, Jordan Skolnick, Lauren Vella, Adam Wallace, Dan Watson

Absent:

Members: John Paradee

I. Call to Meeting

Mr. Lafferty called the meeting to order at approximately 1:00 p.m. and welcomed those faculty, students and guests in attendance.

II. Approval of Minutes

Motion:

To approve the minutes of April 19, 2023 as presented.

Approved as presented.

III. University Updates

Mr. Lafferty noted the recent meeting of the DEI ad hoc committee and welcomed Dr. Assanis to provide his remarks. Dr. Assanis first welcomed the students and faculty guests in attendance to introduce themselves.

Dr. Assanis informed the Committee on the progress of early action applications for the next incoming class and reported a 31% increase year-over-year in early action

applications. He reported on broader trends on the application pipeline, including a positive trend in resident applications.

Dr. Assanis moved to the emotional impact of the ongoing war in Israel and its toll on students and the campus community. He reviewed the public and behind-the-scenes efforts ongoing to support the community and noted the discrepancy between some of the issues reported nationally and the context on campus. He spoke to proactive efforts to build a strong community and those efforts have paid off during these challenging times, evidenced by peaceful gatherings in recent weeks. He emphasized the focus on guaranteeing the health and safety of the campus community. Dr. Assanis shared feedback from students to refrain from additional statements and the evolving thinking around when and how the university should make public statements.

IV. Department Reports

A. Division of Student Life

Dr. Riera began his remarks with a summary of the principles that have guided campus work: campus safety, support for all campus members safety, focusing on affirming and protecting first amendment rights, and looking to foster ways to encourage civil and respectful discourse. Dr. Riera reviewed the communications and campus support efforts undertaken since October 7. Dr. Riera spoke to increased security measures on campus and activation of additional student support spaces across campus to make counselors and staff available to students. He spoke to a review to ensure policies and practices are being equitably enforced to groups with differing perspectives. Dr. Riera emphasized the respectful nature of gatherings on campus.

Dr. Assanis asked Dr. Riera to speak to the Center for Intercultural Engagement (CIE), and Dr. Riera first acknowledged the tension on campus. He spoke to some of the dynamics of recent events in the CIE and spoke to the allocation of student organization space in the center. The Committee discussed the tension in supporting the balance of constitutional protections and supporting campus safety and climate. Dr. Riera reviewed the policies in place to hold accountable both individual students and registered student organizations.

Mr. Lafferty welcomed the students to provide their views on the current context, and Ms. Hatoum shared the perspective of the Student Government Association in determining whether to release a statement and the response

from the student government perspective. Mr. Parkes spoke to a pending vote in the graduate student government related to the ongoing conflict and the ongoing discussion amongst the organization. Ms. Blowman shared discussions taking place in the Student Athlete Advisory Committee. Dr. Assanis invited the faculty to share their perspectives on the impact of the current events on the campus community.

Dr. Riera moved to provide additional updates on the CIE and highlighted the positive impact and support for the CIE. Dr. Riera provided a progress update on the student life strategic planning process and noted additional information to share in the spring. Dr. Riera reported on the usage of counseling and mental health support services available to students from 2019 to date. He spoke to emergency and triage support over that period as well. Dr. Riera presented top issues being raised at the undergraduate and graduate level.

Dr. Riera provided an update to the Committee on the student experience master plan and highlighted a few areas of focus moving forward. He reviewed potential future investments and the process to determine prioritization. The Committee discussed the dynamics of the housing market as it relates to the balance of campus and private housing availability. Dr. Riera provided an insight into short- and mid-term projects as well as long-term projects related to housing infrastructure.

Dr. Riera informed the Committee of the results of the graduate student housing pilot program, including next steps informed by the pilot results. Dr. Riera provided a preview of the Pencader renovation and the anticipated impact of the renovation. Dr. Assanis acknowledged the current resource gap to execute this project in its entirety and asked the students to weigh in on their reactions to the concept.

B. Student Leadership Updates

1. Student Athlete Advisory Committee

Ms. Blowman provided an update to the Committee on the work of the Student Athlete Advisory Committee and highlighted the focus on a continued commitment to diversity, equity, inclusion and belonging, expansion of community engagement initiatives, a focus on mental health and name, image & likeness.

2. Student Government Association

Ms. Hatoum thanked the Committee for its continued participation in these meetings. She highlighted areas of focus for the student government association, including food sustainability, recycling, and the access to free student legal services, and the disparities within the housing inventory, and the need for a renovated or new student union on campus.

3. Graduate Student Government

Mr. Parkes thanked the Committee for the ability to participate and highlighted concerns around counseling and housing services. He noted the gap in student stipends versus the cost of living in New Castle County and the impact on attracting graduate students due to choosing other institutions with greater minimum stipends and often lower cost of living as well. The graduate student government is also focused on sustainability initiatives, and ways to engage in diversity issues including providing resources for formerly incarcerated students.

Dr. Assanis acknowledged the level of funding for graduate students at the minimum level and efforts to address those concerns. Dr. Carlson similarly spoke to initiatives to expand 9-month to 12-month funding and increasing stipends.

Mr. Lafferty called for a five-minute recess at 2:58 p.m.

C. Department of Athletics, Community & Campus Recreation

Mr. Lafferty called the meeting to order at 3:05 p.m. and invited Ms. Rawak to give her report.

Ms. Rawak provided an update to the Committee on hazing policies, procedures and actions, informed in part by recent hazing allegations at another institution. She reviewed the programming that is held and the resources provided to student-athletes to report any allegations of hazing.

Ms. Rawak reported on the impact of the 302 Tour and the planning efforts for next year.

Mr. Watson provided an update on the work of the recreation department and emphasized the alignment between the student experience and student wellness through recreation among other resources. He reviewed facility upgrades, graduate student programming, impact as measured by growth and outdoor recreation activities driven through greater awareness among other strategies.

V. Adjournment

With no additional business, the Committee moved to an executive session meeting at 3:14 p.m.

DRAFT MINUTES



Academic Affairs Committee Minutes

University of Delaware
Nov 8, 2023 at 10:00 AM EST
@ 130 Hullihen Hall

Attendance

Present:

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

Guests: Samantha Akridge, Melissa Bard, Beth Brand, Laura Carlson, Glenn Carter (remote), Angela Downin, Jackie Fajardo, Vickie Fedele, Isabella Haigney, Julia Hatoum, Kim Isett, John Long, Rodney Morrison, Mary Remmler, Jose-Luis Riera, Yosmeriz Roman, Louis Rossi, Brent Schrader, Amanda Steele-Middleton

Absent:

Members: Joan Coker

I. Call to Meeting

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

II. Approval of Minutes

Motion:

To approve the minutes of April 19, 2023 as presented.

Approved as presented.

III. President's Update

Dr. Assanis opened the meeting to welcome the students and faculty in attendance and invited them to make introductions. Mr. Morrison also introduced two new members of the enrollment management team.

Dr. Assanis updated the Committee on the progress of developing next year's first year class and spoke to the 31% increase in early action applications year-over-year and positive progress in applications from Delaware residents. He reviewed trends in application growth by college and affirmed the university's commitment to Delawareans. Dr. Assanis noted the challenge related to yielding international students given global events.

Dr. Assanis spoke to the national challenge facing college campuses related to the war in Israel and referred to other discussions with Committees and the ongoing work with the campus community. Dr. Assanis highlighted the distinction between some of the incidents on college campuses receiving national news coverage and the climate on campus. The student guests in attendance shared their perspectives on campus climate. Dr. Assanis emphasized the focus on protecting our campus community and providing forums to congregate and to hold conversations in a civil and safe manner. Dr. Assanis informed the committee of recent ribbon cuttings for the FinTech building and the Center for Intercultural Engagement and spoke to the benefits of each space. Dr. Assanis spoke to initial planning discussions to reimagine the structure of Commencement.

IV. Provost's Updates

A. Multi-Year Enrollment Plan

Dr. Carlson spoke to the role enrollment planning plays in alignment with other planning across campus and the collaboration between the Provost's office, finance and institutional research. She named the principles the intention of the multi-year enrollment planning process. These principles encompass supporting multiple timelines toward degree paths, supporting the varying types of students that enter the community, integrated planning, equity and flexibility. Dr. Carlson reviewed existing pathways to student success ranging from formal, articulated pathway programs to student-driven pathways. Dr. Carlson spoke to the new structure in the Provost's office to enable this work and introduced key members of the team supporting these efforts.

Dr. Carlson presented on the intention to drive targeted growth in the multi-year enrollment plan. She presented an enrollment funnel and the process to proactively have both intentional and incremental growth to meet objectives, tied to budget and data projections around yield. She reviewed the importance of allowing principles to drive the decision-making process across the enrollment funnel. The Committee discussed the rationale for growth and Dr. Carlson emphasized the commitment to access and impact as well as being intentional on targeted growth and right-sizing. She offered some anecdotes of programmatic innovation within existing programs. Dr. Assanis noted the need to be responsive to external needs, including in the area of biopharmaceutical and clean hydrogen initiatives. Dr. Fedele asked about the national context related to downsizing humanities, and Dr. Carlson noted her commitment to the liberal arts and spoke

to the false dichotomy related to the liberal arts and STEM fields. The Committee discussed the importance of student success and the role that both humanities and STEM fields contribute to those efforts. Mr. Morrison offered insight to the proactive strategies to encourage interest in the humanities and the career goals available to those students and efforts to meet students where they are, so that student success encompasses degrees, credentials and certificates.

Dr. Carlson reviewed a chart of potential trend growth from the current fall through fall of 2027 and emphasized that the data do not propose an optimal class size. Dr. Carlson highlighted the growth ambitions for resident students in order to maintain our commitment to Delawareans. Dr. Carlson mentioned that this view is from a university level and conversations will follow at the college level to determine strategy. Ms. Remmler reiterated the collaborative nature of this projection with the finance team to inform budgets, faculty hiring and other efforts. The Committee discussed strategies related to growth and selectivity and the trade-offs inherent in those decisions.

Dr. Carlson spoke to tactics to support growth for transfer students, principally removing barriers related to a lack of housing and lack of financial aid. Dr. Carlson reviewed tactics to grow the Associate in Arts Program through revitalized marketing for existing programs and location-themed programs throughout the state that are distinct from other associate programs already in existence at other institutions. Dr. Carlson updated the Committee on tactics to grow special sessions through engagement with existing and external students and work with the deans to intentionally grow these sessions.

B. Academic Programs

Dr. Carlson moved to explain the process of program creation and dissolution and offered her support of the Faculty Senate's process which reviews new programs as well as sunseting programs that may no longer serve their designated purpose.

Dr. Isett presented on the faculty's domain with regard to how programs are considered, reviewed and proposed for establishment. She reviewed the process and steps of approval which ultimately come to the full Faculty Senate for approval. She noted the process is similar for both establishment and dissolution. Most new programs are approved for a five-year provisional period and then revisited based on outcomes to determine whether to make a provisional

program permanent. Dr. Isett offered the typical cadence and timeline for these reviews. The Committee discussed an opportunity to clarify what programmatic changes qualify as material for Board approval.

Dr. Isett spoke to new initiatives to support incubating programs and removing barriers to support innovative academic offerings, including supporting the process with a market analysis that includes modality review and enrollment projections. The Committee discussed the incubation process and strong interest evidenced by over 20 interested programs. The Committee discussed the ownership of the decision to dissolve a program and Dr. Isett clarified that the decision to begin that process is owned at the unit level.

Ms. Fontana requested to table the discussion of annual program review processes for a future meeting.

V. Other Business

A. Consent Agenda of Resolutions Recommended for Committee Approval

Motion:

To recognize the personnel actions taken related to hire, promotion and tenure.

Approved as presented.

VI. Executive Session

At 11:34 a.m. the Committee adjourned for an executive session.

VII. Adjourn



Public Affairs & Advancement Committee Minutes

University of Delaware
Nov 8, 2023 at 1:00 PM EST

@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Carol Ammon (remote), Dennis Assanis, Claire DeMatteis, William DiMondi (remote), Terri Kelly, Nisha Lodhavia, Guy Marcozzi

Guests: Angela Anderson, Eleni Assanis, Beth Brand, Laura Carlson, Glenn Carter, Fatimah Conley (remote), Jim Dicker, Angela Downin, Jackie Fajardo, Vickie Fedele, Julia Hatoum, Rayna Katz, Kelvin Lee (remote), John Long, Kate Long, Alan Parkes, Mary Remmler, Jose-Luis Riera, Rhett Ruggerio, Brent Schrader, Lauren Vella

Absent:

Members: Sean Wang

I. Call to Meeting

Ms. DeMatteis called the meeting to order at approximately 1:08 p.m. and welcomed those faculty and staff guests in attendance to introduce themselves.

II. Approval of Minutes

Motion:

To approve the minutes of April 18, 2023 as presented.

Approved as presented.

Ms. DeMatteis provided an update to the Committee on the recent activity of the Southern Delaware Visiting Committee.

III. President's Report

Dr. Assanis updated the Committee on the developments to build the next undergraduate class and noted a 31% year-over-year increase in early action applications. Trends are indicating a growth in applications from Delawareans as well as overall 17% increase in total applications. Dr. Assanis reported on recent rankings of undergraduate programs in entrepreneurship and noted an increase in ranking in the

Princeton Review. Dr. Assanis spoke to the hydrogen hubs announced by the Biden administration and the university's participation in the mid-atlantic clean hydrogen hub. Dr. Assanis noted the ribbon cuttings of the FinTech building and the Center for Intercultural Engagement and the activities underway in those spaces. Dr. Assanis noted the celebration of first generation students to recognize that community and their accomplishments.

Dr. Assanis addressed the war in Israel and its impact on the university community. He spoke to the importance of supporting our students and the entire community and he noted the distinction between some of the on-campus events being reported on nationally and the climate on our campus. He described the climate as civil and respectful, while not diminishing the real impact on the community.

IV. Office of Communications and Marketing

Mr. Carter presented on the evolving landscape and varying expectations from members of the university community as it relates to presidential communications. He reviewed national coverage on presidential messages and the challenge to meet all audiences' expectations. He shared several national headlines related to campus communications in recent weeks.

Mr. Carter shared the evolving thinking related to presidential communications. He encouraged focus and discipline when determining whether the university should make a public statement. Mr. Carter spoke to next steps to determine future communications strategies, consistent with existing policies. Dr. Assanis emphasized the importance of communicating changes to educate the community. Mr. Carter offered examples of institutions hosting a page on key issues or a statement on statements in lieu of presidential communications. Dr. Carlson noted the value of this type of strategy to inform decision making for other internal audiences. Mr. Carter reviewed the portfolio of communications offerings and how they're used to communicate.

Mr. Carter spoke to next steps to document and establish a strategic approach to these types of communications, and the Committee discussed the need to have both discipline as well as flexibility to address unique circumstances.

The Committee discussed the prevalence of student engagement on current events and the student guests shared their perspectives. Dr. Assanis recognized the work of the senior leadership team to respond to this issue and support the campus community.

V. Development and Alumni Relations

Mr. Dicker spoke to the development of the department's purpose statement and reviewed the work and staffing structure of Development and Alumni Relations.

Mr. Dicker moved to post-campaign fundraising and presented the historical context of fundraising at the university from 2001-2023. He shared examples of institutions who found success maintaining momentum after a capital campaign. Mr. Dicker reviewed the fundraising base disaggregated by gift types from fiscal year 2020 through fiscal year 2023. He acknowledged that like many other institutions, a large percentage of fundraising is increasingly coming from large, individual gifts.

Ms. Long spoke to the strategy to identify major gift prospects and build the major gift pipeline. She reviewed industry trends related to the evolution of donor characteristics. Donors are younger and more diverse and coming ready to make a gift outright versus solicitation for multi-year pledges. Trends demonstrate growth in women donors, non-alumni donors, parents, and faculty and staff. Ms. Long shared data on the changing needs of donors in this new landscape.

Ms. Long reviewed the major gift pipeline at the university. She reviewed immediate potential for the team to solicit over the next 18- to 36-months including the results of the 2023 wealth screening.

Mr. Dicker presented an initiative to support scholarships and fellowships and reviewed the success of the prior scholarship campaign supported by a presidential match. Other initiatives include support for capital projects and spaces in support of the student experience master plan and presented some renderings of potential improvements to buildings. He noted these initiatives don't supersede other capital project objectives. Mr. Dicker informed the Committee of initiatives in progress to activate these programs and offering training to the deans, in partnership with Dr. Carlson, to provide additional resources to support their fundraising efforts.

VI. Research, Scholarship and Innovation

A. Hydrogen Hub

Dr. Lee informed the Committee about the MACH2 initiative, funded by the Department of Transportation, and the process to establish seven clean hydrogen hubs nationwide. Dr. Lee shared feedback that the university's proposal was recognized for its quality across all applications. He defined the scope of a regional clean hydrogen hub and its anticipated impacts. Dr. Lee noted

areas where the university already has research excellence that will support these efforts.

Dr. Lee shared the university's key role in preparing America's clean energy workforce and will work alongside Cheney University, Rowan University and the University of Pennsylvania to provide educational opportunities to support industry. He described the ranges of jobs that will be created in relation to this new initiative. Dr. Lee recognized Dr. Yan, director of UD's Center for Clean Hydrogen, for his leading efforts in this project.

Dr. Assanis noted the future ambitions that might yield from this effort.

B. Federal Relations

Ms. Anderson reiterated the upside potential that could come through related to hydrogen. She reviewed appropriations requests and the landscape in the federal legislature. Ms. Anderson noted the government is scheduled to shut down on November 17th should a continuing resolution not be reached. The Research Office is working proactively with researchers that would be impacted by a government shutdown. She noted some issues and relevant items of legislation that are anticipated moving forward.

VII. State and Local Government Relations

Mr. Ruggiero highlighted the headlines from the most recent state-wide elections and presented perspectives from liberal and conservative media outlets. He connected these results to the upcoming election landscape.

Mr. Ruggiero reviewed the budget requests the university will make to the State Office of Management and Budget and the intention to advocate for allocations in the Governor's recommended budget.

Mr. Ruggiero highlighted off-season legislation and discussions that the team anticipates addressing during this upcoming legislative session.

Mr. Ruggiero outlined recent events engaging legislators through visits to campus to help explore areas of alignment with elected officials and the work of the university. Mr. Ruggiero updated the Committee on local and community relations items upcoming, including a special mayoral election for the City of Newark and collaborative meetings with Lewes officials. Mr. Long noted the constructive nature of the discussions with the

City of Lewes. Mr. Ruggiero provided an example of community engagement through a large donation of obsolete dorm furniture to the Habitat of Humanity and linens to local animal shelters.

VIII. Resolution for Approval

Motion:

To approve the recognition of donors of gifts in excess of \$100,000 from April 1, 2023 to September 30, 2023.

Approved as presented.

IX. Other Business

Mr. Long invited everyone to participate in the Veterans Day celebration on campus.

X. Executive Session

Motion:

To move into executive session after a 5-minute break.

Approved.

XI. Adjourn



Grounds & Buildings Committee Minutes

University of Delaware

Nov 10, 2023 at 10:00 AM EST

@ 130 Hullihen Hall Board Room

Attendance

Present:

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

Guests: Beth Brand, Laura Carlson, Jim Dicker, Angela Downin, Nancy Getchel, Julia Hatoum, Jonathan Hezel, Marci Hutton, Peter Krawchuk, John Long, Mandy Minner, Rodney Morrison, Alan Parkes (remote), Mary Remmler, Jose-Luis Riera, Brent Schrader, Albert Shields, Aimee Turner

Absent:

Members: John Paradee

I. Call to Meeting

Mr. Borel called the meeting to order at approximately 10:00 a.m.

II. Approval of Minutes

Motion:

To approve the minutes of April 20, 2023.

Approved as presented.

III. President's Update

Dr. Assanis invited the student and faculty guests in attendance to introduce themselves.

Dr. Assanis updated the Committee on the development of the incoming class for fall 2024 and highlighted a 31% year-over-year increase in early action applications. He noted a 13% overall increase in undergraduate applications, including an increase in resident applications. Dr. Assanis updated the Committee on the recent recognition in the Princeton Review related to entrepreneurship education.

Dr. Assanis reviewed recent ribbon cuttings for the FinTech building and the Center for Intercultural Engagement.

Dr. Assanis acknowledged the ongoing war in Israel and the emotional impact on the campus community and the world. He spoke to the ways in which the community is navigating through these events and highlighted the continued support for free speech and civil discourse in a safe environment. Dr. Assanis shared the recent recognition of the most recent Allison Award faculty member, Dr. Fox. He informed the Committee of the Mid-Atlantic Hydrogen Hub, MACH2, and the University's participation in leading the educational efforts for that initiative. He spoke to the status of the effort and the possibilities for the future.

IV. For Information

Dr. Riera presented an update to the Committee on the student experience master plan. He highlighted the concept of an experiential path which intentionally connects the different quadrants of the campus, utilizing tactical interventions, strategic renovations, social center improvements and housing renewal. The Committee discussed the distance between the Laird Campus and STAR Campus and opportunities to interconnect those areas. Mr. Krawchuk explained the ways transportation supports traveling across campus and the efforts to ensure transportation meets the needs of students to enable their success. Mr. Long clarified the aspirational nature of this planning document and the future work to realize new strategies. Mr. Shields spoke to planning efforts with DeDOT to consider improvements around campus to support evolving needs and reiterated the process is exploratory and will take multiple years.

Dr. Riera reviewed impacts to housing operations during the pandemic and efforts to build back from losses during that time. These efforts are coordinated alongside the multi-year enrollment plan and capital plans. Dynamic occupancies are being modeled to consider the impact of existing housing capacity and private housing capacity in the community. One pilot under exploration is to intentionally offer transfer housing given most transfer students are challenged to find housing. Mr. Long spoke to the complexity of balancing campus and private housing capacity. The Committee discussed the dynamics related to future planning efforts around campus housing.

Dr. Riera reviewed the decision-making criteria related to evaluating housing projects, inclusive of remediation of infrastructure, supporting student success and meeting the needs of ADA accommodation requests. Dr. Riera noted that investments to begin implementing some of these strategies are anticipated to begin as soon as this summer and to make short-, medium- and long-term investments. Ms. Hutton noted the plan is likely a 5- to 7-year timeline.

Ms. Hutton reviewed the plans to renovate Pencader Dining Hall, funded in-part from funds secured from Aramark. She noted the plans to take Pencader Dining Hall offline to conduct this work and will continue to make available dining on the Laird campus to support students. Mr. Long explained the evolving nature of the renovation project and noted an opportunity to find external sources to expand the renovation to also renovate the first floor.

Ms. Hutton updated the Committee on the deferred maintenance work at Drake Laboratory and noted the recent expansion to Drake Laboratory that was completed. The next segment of work will conclude the approved deferred maintenance work for that project. She highlighted the extremely long lead-time for some of the components which will push out the timeline for project completion. Mr. Long explained the interaction with the finance team to manage projects and timelines appropriately given financial dynamics.

V. For Action

Ms. Hutton informed the Committee of the preparations to demolish the Christiana Towers and reviewed the bids received to demolish those buildings. She noted the dynamics related to starting demolition this summer versus delaying a year and explained the bids received recommend two different demolition strategies. Mr. Krawchuk noted that building materials will be recycled to the extent possible to be more sustainable.

Ms. Hutton reviewed the need to replace the chillers for the Ice Arena. Bidding and design have been complete, and the intention is to complete this project within the next calendar year. Temporary chillers are being rented in order to maintain the operability of the ice arena during this time. Mr. Long offered to update the Committee at a future meeting on construction lead-time and cost trends. The Committee discussed the benefits of installing new chillers versus the current rental of temporary chillers. The administration noted that the facility does generate revenue which is retained by athletics.

VI. Resolution

Motion:

To approve the resolution in support of the Christiana Towers Demolition and Ice Arena Chiller Replacement.

Approved.

VII. Other Business

Mr. Borel encouraged the Committee to review the expense reduction plans for fiscal year 2024 included in the appendix and welcomed any questions for the Administration. Dr. Assanis invited Dr. Riera to report to the Committee on the pilot program on graduate housing. Dr. Riera noted key takeaways around price sensitivity and timing for securing housing. He acknowledged the role that housing plays in yielding graduate students, whereas it is not as important for undergraduate yield.

VIII. Executive Session

The Committee adjourned its session at approximately 11:20 a.m. for an executive session.

IX. Adjourn

DRAFT MINUTES



Finance Committee Minutes

University of Delaware
Nov 10, 2023 at 1:00 PM EST
@ 130 Hullihen Hall Board Room

Attendance

Present:

Members: Dennis Assanis, Jim Borel (remote), John Cochran (remote), Beth Cooper, Donna Fontana, Terri Kelly, Nick Marsini, Donald Puglisi, Edmond Sannini

Guests: Melissa Bard (remote), Beth Brand, Jim Butkiewicz, Laura Carlson, Glenn Carter (remote), Jim Dicker, Angela Downin, Julia Hatoum, Rayna Katz, Peter Krawchyk, John Long, Mandy Minner, Alan Parkes (remote), Mary Remmler, Jose-Luis Riera, Brent Schrader, Aimee Turner, Keith Walter, Angela Ward

Absent:

Members: Terence Murphy

I. Call to Meeting

Dr. Puglisi called the meeting to order at 1:00 p.m. and welcomed all in attendance. Dr. Puglisi introduced Ms. Ward as the new controller of the university. He introduced the faculty and student guests and encouraged their participation in the meeting.

II. Presidential Update

Dr. Assanis yielded his time.

III. Minutes for April 20, 2023

Motion:

To approve the minutes of April 20, 2023 as presented.

Approved as presented.

IV. Regular Items

A. Investment Visiting Committee Report

Mr. Walter provided an update on the pooled investment portfolio and noted the upcoming meeting of the Investment Visiting Committee on the 16th of November. He presented the portfolio's market value of \$1.94B, including \$1.72B

in permanent endowment and \$322M in operating funds invested alongside the endowment. Mr. Walter reviewed fiscal year 2023 performance and noted a return of +5.4% favorable to the benchmark of +3.9%.

Mr. Walter reviewed asset allocation and compared asset allocation against the university's benchmark and against endowments with assets under management in excess of \$3B. Mr. Walter presented the obligation to maintain the inflation-adjusted value of the endowment to meet both today and tomorrow's beneficiaries of the endowment in perpetuity. He noted the challenge related to the higher inflation environment. He reviewed the real return net of payout against the consumer price index and the higher education price index.

B. Financial Update

1. Fiscal 2023 Actual Results

Ms. Minner reviewed fiscal year year-end condition on an all-funds basis. Compared to budget, revenue is \$18M greater offset by expense of \$17M. She reviewed the year-end all fund's operating surplus and highlighted notable variances compared to budget. The Committee discussed the English Language Institute and expectations performance improvements in the future. Dr. Carlson spoke to plans to enhance the organizational structure and operations.

Dr. Puglisi noted that the Administration posts financial statements on the university's website.

Ms. Turner reviewed the preliminary fiscal year 2023 operating fund liquidity and noted a declining amount compared to prior years. She reported the unspent bond funds are anticipated to be spent in fiscal year 2024. Dr. Puglisi asked whether there are additional measures to consider beyond 60- and 90-day liquidity and requested that additional measures be considered and reported at a future meeting.

2. Fall 2023 Update

Ms. Minner provided a fall 2023 enrollment update, noting a \$5.5M decrease in net tuition revenue relative to budget which is up from prior year. She provided an update on the discount rate and efforts underway to manage to the target discount rate.

Ms. Minner provided a preliminary condition review for fiscal year 2024 and noted an increase of \$5M in state support which does not offset the increase in healthcare costs. Ms. Remmler noted healthcare costs are anticipated to continue to increase in the out years. Ms. Minner noted the planned increase in graduate student stipends. The Committee discussed the dynamics of healthcare costs. Ms. Minner reviewed challenges to the sector related to personnel expenditures increasing at higher rates, financial aid management and ongoing inflationary pressures for operating and capital investments. The Committee discussed the ways in which personnel and healthcare costs are forecast and managed.

Ms. Minner reviewed the undergraduate discount rate for fiscal year 2023 and noted the discount is slightly over target but is relatively flat compared to prior year. Ms. Remmler spoke to the partnership with the Provost's office to manage the discount rate. The Committee discussed the long-term aspiration to lower the discount rate to 30% within five years.

Ms. Minner presented a strategy to offset expenses through growth in enrollment and utilization of special sessions. Dr. Carlson reviewed work with the deans and faculty to offer high-demand courses in-person and online during special sessions. She described goals assigned to colleges to grow enrollments to support students as well as provide opportunities for graduate students to teach, which supports stipend increases and provides additional teaching opportunities. The Committee discussed the strategy around special sessions related to pricing and housing. Ms. Remmler reviewed the multi-year plan for net tuition from special sessions through 2027.

3. Fiscal 2025 State Requests

Ms. Minner provided an update on state budget planning and noted the upcoming presentation to the Office of Management and Budget. The request includes \$6.1M to support the operating budget in excess of the state operating budget and additional funding for the joint engineering program in partnership with Delaware State University, capital requests for \$30M for deferred maintenance and indirect requests for SABER and NIIMBL.

C. Grounds & Buildings

Mr. Borel reviewed the two proposals related to the Christiana Towers and Ice Chillers. Mr. Long provided a status update on the Christiana Towers project. He noted the timing of the demolition is intended to be coordinated with planned renovations to the Pencader Dining Hall. The administration considered delaying the project and currently plans to proceed this summer. Mr. Long reviewed the Ice Arena Chiller Replacement and explained that the existing chillers failed and rental equipment is currently in use. He noted the benefits of replacing the equipment and the revenue generated from use of the facility. Mr. Long noted this project's timing will be informed by the financial position and may be slightly delayed.

Motion:

To approve the Christiana Tower Demolition and Ice Arena Chiller Replacement.

Approved.

D. Other Matters

1. Gifts

Ms. Turner provided a report on gifts and reviewed fiscal year 2023 compared to fiscal year 2022 and trends for fiscal year 2024. Mr. Dicker reviewed the current landscape of philanthropy in the current quarter. The Committee discussed the balance of pledges and cash as well as the categorization of gifts.

2. Davis Trust

Ms. Turner reported on the Davis Trust as required in the gift agreement. The expected income is estimated to be \$303,067. Dr. Puglisi noted that this vote and gift comes to the Committee each year.

3. Recommendation on Endowments

Ms. Turner presented on new endowments established during fiscal year 2023 and noted none require Committee action.

4. Accounts Receivable Delinquencies

Ms. Turner presented the accounts receivable position at June 30, 2023 and reviewed the authorities delegated by the Committee to senior administration and the total authorized write-offs. She noted the amount written off is relatively consistent compared to prior years. The Committee discussed the process to collect delinquent student accounts and reserves held to account for those purposes.

E. Resolutions

Motion:

To approve the Davis Trust.

Approved.

Motion:

To approve the banking resolution as presented.

Approved as presented.

Motion:

To approve investment resolutions as presented.

Approved as presented.

V. Adjourn

The Committee adjourned at approximately 1:58 p.m. to move into an executive session.



Nominating Committee Minutes

University of Delaware
Nov 17, 2023 at 9:00 AM EST
@ 130 Hullihen Hall

Attendance

Present:

Members: John Cochran, Joan Coker, Claire DeMatteis, Kathleen Hawkins (remote), Terri Kelly, William Lafferty, Terence Murphy, Donald Puglisi

Guests: Beth Brand, Jim Dicker, Angela Downin, Brent Schrader

Absent:

Members: Allison Castellanos

I. Call to Meeting

Mr. Murphy called the meeting to order at approximately 9:00 a.m. and welcomed all in attendance.

II. Approval of Minutes

Motion:

To approve the minutes of May 5, 2023.

Approved.

III. Review of Current Vacancies

Mr. Murphy reviewed immediate open vacancies for the Board and welcomed the Committee to discuss candidates for consideration.

A. At Large Pipeline

Mr. Murphy reviewed the at-large pipeline and invited the Committee to discuss the candidates under consideration.

B. Sussex County Pipeline

Mr. Murphy reviewed the Sussex County pipeline and invited the Committee to discuss.

Motion:

To extend an invitation to the identified candidate to serve a six-year term on the University of Delaware Board of Trustees.

Approved.

IV. Preview of Upcoming Term Expirations

Mr. Murphy reviewed the upcoming term expirations during the academic year and engaged the Committee in discussion.

V. Board Retreat Review

Mr. Schrader presented feedback received by the Board relating to the October 5, 2023 retreat and the Committee discussed opportunities to strengthen the impact of the retreat moving forward.

VI. Board Development Opportunities

Mr. Murphy reviewed upcoming development opportunities and encouraged participation of the Committee as well as encouraging the full Board to participate.

VII. Other Business

The Committee expressed interest in including higher education experience as a competence for future consideration.

VIII. Adjourn

With no additional business, the meeting was adjourned at 10:12 a.m.



Executive Committee Minutes

University of Delaware

Nov 17, 2023 at 11:00 AM EST

@ 130 Hullihen Hall Board Room

Attendance

Present:

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

Guests: Melissa Bard, Beth Brand, Laura Carlson, Glenn Carter (remote), James Dicker, Angela Downin, Vickie Fedele, Julia Hatoum, Jonathan Hezel, John Long, Nora Lucas, Jim Morrison, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Connor Rodenbeck, Rhett Ruggerio (remote), Edmond Sannini, Brent Schrader

I. Call to Meeting

Ms. Kelly called the meeting to order at approximately 9:59 a.m. and welcomed all in attendance. She invited faculty and student guests to introduce themselves.

II. Approval of Minutes

Motion:

To approve the minutes of the May 5, 2023 meeting as presented.

Approved as presented.

III. President's Update

Dr. Assanis informed the Committee of key takeaways from the recent APLU meeting and noted the focus on the war in Israel and its impact on campus communities and expectations around leadership communications. He noted discussions around the distinction between academic freedom and freedom of speech. Dr. Assanis spoke to the national landscape around perceptions of the value of higher education and some of the drivers contributing to that sentiment. Dr. Assanis invited Ms. Remmler to share the update on the recent affirmation of the University's bond rating.

IV. Reports of the Standing Committees

A. Honorary Degrees & Awards

Mr. Cochran reported on the October 23, 2023 meeting of the Committee.

Highlights included:

- A review of recent honorees recognized at events on and off campus, noting several recent awardees;
- Review of the Commencement 2024 strategy and preliminary discussion for potential Commencement speaker and the Honorary Degree Class of 2024;
- Discussion for future Medal of Distinction recipients and strategies to recognize those individuals;
- Approval of eight new individuals to receive the Medal of Distinction; and
- A discussion of events to recognize individuals, including the possibility of an annual gala to celebrate excellence.
-

B. Student Life & Athletics

Mr. Lafferty reported on the November 7, 2023 meeting of the Committee. He noted the robust level of engagement. Highlights included:

- Updates from Dr. Assanis related to global events and a forecast for the incoming first-year class;
- A robust discussion led by Dr. Riera overlooking recent campus events, guided by principles of: campus safety, supporting civil and respectful discourse, and protecting first amendment rights;
- A review from Dr. Riera on the Center for Intercultural Engagement and the role of the Center's work;
- A presentation from Ms. Rawak on the 302 Tour and the anti-hazing policy for student-athletes;
- A presentation from Mr. Watson on recreation services and leveraging outdoor spaces.
- Presentations from student groups.

C. Academic Affairs

Ms. Fontana reported on the November 8, 2023 meeting of the Committee.

Highlights included:

- A presentation of multi-year academic planning, and a discussion of the rationale for student population growth;

- A presentation on the procedures and oversight of program creation and dissolution, to better understand the process that programs undergo prior to being brought to the Committee for approval;

Ms. Fontana noted one item within the consent agenda to recognize faculty personnel actions.

D. Public Affairs & Advancement

Ms. DeMatteis reported on the September 20, 2023 and November 8, 2023 meetings of the Committee.

On September 20, the Committee welcomed Drs. Lodhavia and Ammon as new members of the Committee. The Committee received a presentation on incident response and emergency preparedness with representatives from across campus. Mr. Carter spoke to the communications aspect of supporting incident response. Mr. Ruggerio provided an update on government relations. Dr. Lee reported on efforts related to innovation and entrepreneurship.

On November 8, Mr. Dicker provided a presentation on fundraising efforts following the conclusion of the capital campaign. Dr. Lee provided an update on the mid-atlantic hydrogen hub. Mr. Ruggerio reported on government relations and the status of the university's state budget requests. Ms. Anderson provided an update on federal government relations. Mr. Carter reported on the use of leadership voice learning from the recent events and campus communications.

Ms. DeMatteis noted one item within the consent agenda to recognize donors who have given in excess of \$100,000.

E. Grounds & Buildings

Mr. Borel reported on the November 11, 2023 meeting of the Committee.

Highlights included:

- An update from Dr. Assanis;
- A status report on previously approved projects;
- A review of the student experience master plan; and
- Consideration of two projects for approval: the Christiana Towers Demolition and the Rust Ice Arena Chillers Replacement.

Mr. Borel noted that both the Committees on Grounds & Buildings and Finance recommended these projects for approval to the Executive Committee.

Mr. Long noted that the decision on the methodology to demolish the Christiana Towers is still to be determined. Mr. Long shared that the timing for replacement of the chillers is under consideration.

Mr. Long reviewed the pilot program for graduate student housing. The Committee discussed the dynamics of graduate student housing and plans moving forward, with graduate student housing as one component of the student housing plan for undergraduate, graduate and transfer students. Ms. Lucas shared the graduate student perspective on price sensitivity for housing in light of the minimum stipend.

Mr. Borel noted the two projects for approval are included in the meeting's consent agenda.

F. Finance

Dr. Puglisi reported on the November 11, 2023 meeting of the Committee.

Highlights included:

- A review of the pooled investment portfolio and the FY23 performance of +5.4% which outperformed the custom benchmark;
- A review of the meeting of the Investment Visiting Committee which included a review of risk and review of the performance of managers where the endowment is invested;
- A review of fiscal year 2023 year-end conditions and noted the budget was effectively on target, while some areas outperformed and underperformed expectations;
- A review of the University's liquidity position, which is more than sufficient, including a \$100M line of credit maintained by the university;
- A review of state budget planning and the recent presentation to the state regarding the Governor's recommended budget;
- A discussion of enrollment, undergraduate discount rate, and a review of capital projects.

Dr. Puglisi noted four resolutions are included in the Committee's consent agenda for approval.

Dr. Fedele asked about the methodology and allocation strategy for the investment portfolio, and Dr. Puglisi addressed the questions raised. The Committee discussed the dynamics of the perpetual nature of the endowment to the university and challenges related to supporting higher education as a sector.

Dr. Assanis noted that the cost of capital projects has increased significantly, including the university's new commitment to pay prevailing wage, and the operating margin presented does not include capital projects, where including those projects would present a negative margin. Dr. Assanis noted other states have made significant investments to their institutions for critical capital projects. He noted the Texas legislature's investment into university endowments. Dr. Assanis noted several administrators participated at the APLU meeting and presented sessions at the conference.

Dr. Morrison asked about the implications for artificial intelligence and its implications for all operations of the university and whether the Board has considered how it intends to oversee this area. Dr. Assanis spoke to his participation in the PCAST group as well as the recent retreat where the board heard about AI from external experts as well as the work of an internal group on campus. Ms. Kelly reiterated the intentional decision to have the Board consider AI at the annual retreat and to continue to consider oversight of the area from the board perspective.

V. Consent Agenda of Resolutions For Approval

- A. Academic Resolutions
- B. Recognition of Gifts
- C. Edward C. Davis Trust
- D. Banking Resolutions
- E. Christiana Towers Demolition and Ice Arena Chiller Replacement

Motion:

To approve the consent agenda as presented.

Approved as presented.

VI. Other Business

VII. Adjourn

The Committee adjourned its meeting for an executive session at approximately 12:16 p.m.

DRAFT MINUTES

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

December 5, 2023

BE IT RESOLVED, to recognize the personnel actions (named professors and promotions and tenure) presented in the November 8, 2023 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Reports and Appendices Section A**.

APPENDIX A
Faculty Personnel Actions

1. Named Professorships

The following individuals were recommended for named professorships:

Name	Title and Department
Dr. Suresh G. Advani	Unidel Pierre S. du Pont Chair of Engineering Department of Mechanical Engineering
Dr. Mark Blenner	Thomas and Kipp Gutshall Career Development Professor of Chemical and Biomolecular Engineering Department of Chemical & Biomolecular Engineering
Dr. Gregory Chirikjian	Willis F. Harrington Professor Department of Mechanical Engineering
Dr. Laura Desimone	L. Sandra and Bruce L. Hammonds Professor in Teacher Education School of Education
Dr. David Edwards	Unidel Katherine L. Esterly Chair in Health Sciences Department of Kinesiology & Applied Physiology
Dr. Rudolf Eigenmann	Distinguished Professor of Electrical and Computer Engineering Department of Electrical & Computer Engineering
Dr. Jill Higginson	George W. Laird Professor of Mechanical Engineering Department of Mechanical Engineering
Dr. Jennifer Horney	Alumni Distinguished Endowed Professorship Department of Epidemiology Program
Dr. LaShanda Korley	Distinguished Professor of Engineering Department of Materials Science
Dr. Matthew Oliver	Patricia and Charles Robertson Distinguished Professor of Marine Science and Policy Department of School of Marine Science & Policy
Dr. Darrin Pochan	Distinguished Professor of Materials Science Department of Materials Science
Dr. Dongxia Liu	Robert K. Grasselli, Ph.D. Professor of Chemical and Biomolecular Engineering Department of Chemical & Biomolecular Engineering

2. Promotions and Tenure

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

Name	Department
Oliver Yao	Accounting and Management Information Systems and Dean, Lerner College of Business and Economics

Natalia Mijatovic	Art and Design
Cathryn Molloy	English
Srikanth Pilla	Mechanical Engineering
Ryan Beveridge	Psychological and Brain Sciences

The following individuals are recommended the award of tenure at the rank of Professor effective January 1, 2024.

Name	Department
Gregory Chirikjian	Mechanical Engineering

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

Name	Department
Durrell Callier	Africana Studies
Blazo Kovacevic	Art and Design
Jennifer Nelson	Art History
Derrick Spires	English
Chelsea Davis	Mechanical Engineering
Jun Xu	Mechanical Engineering

The following individuals are recommended the award of tenure at the rank of Associate Professor effective January 1, 2024.

Name	Department
Dominique Baker	School of Education

3. New Faculty Appointments

The following individuals were hired at the rank of Instructor – continuing track:

Name	Department
Jeffrey Richardson	Africana Studies
Chanda Gilmore	Communication
Nancy Karibjanian	Communication
John Allgood	Hospitality and Business Management
Amanda Seiwel	Mathematical Sciences
Nicole Donahue	School of Nursing

The following individuals were hired at the rank of Assistant Professor – continuing track:

Name	Department
Andrew McMartin	Accounting and Management Information Systems

Maryam Rahmani Moghaddam	Accounting and Management Information Systems
Gulnarade Abduvalieva	Associate in Arts Program
Kuinera de Kramer	Associate in Arts Program
Dwight Higgin	Associate in Arts Program
Lawrence Livingston	Associate in Arts Program
Sean Tandy	Associate in Arts Program
Mark Akubo	Physics
Jacob Dums	Biological Sciences
Lindsey Roper	Biological Sciences
Johann Ducharme	Business Administration
Bharat Patil	Business Administration
Tomé Salgueiro	Business Administration
Amy Nelson	Epidemiology Program
Xuewu Wang	Finance
Terrienne Lavin	Geography and Spatial Sciences
Vaishnavi Tripuraneni	Geography and Spatial Sciences
Bonnie Lewis	History
Jessica Slade	Human Development and Family Sciences
Nicole Yates	Kinesiology and Applied Physiology
Lara Boyero Agudo	Languages, Literatures and Cultures
Diane Richardson	Languages, Literatures and Cultures
Lynsey Keator	Linguistics and Cognitive Science
Yael Davidov	Mathematical Sciences
Ranadeera Samanthi	Mathematical Sciences
Stacia Bourne	Psychological and Brain Sciences
Keith Bredemeier	Psychological and Brain Sciences
Kristin Scardamalia	School of Education
Sandra Nolan	School of Nursing
Amanda Watson	School of Nursing
Denise Murphy	Theater and Dance

The following individuals were hired at the rank of Associate Professor – continuing track:

Name	Department
Ahmad Rabaa'i	Accounting and Management Information Systems
Cheryl Ernst	English Language Institute
Dominique Baker	School of Education

The following individuals were hired at the rank of Assistant Professor – tenure track:

Name	Department
K. Marshall Green	Africana Studies
Juzhong Tan	Animal and Food Sciences

Sarah Lacy	Anthropology
Kofi Britwum	Applied Economics and Statistics
Michelle Segovia	Applied Economics and Statistics
Peng Zhao	Applied Economics and Statistics
Roxanne Radpour	Art Conservation
Melissa Tedone	Art Conservation
Austin Keeler	Biological Sciences
Andre Pasqua Tavares	Biological Sciences
He Gao	Business Administration
Ruiqi Wu	Business Administration
Rachel Davidson	Chemistry and Biochemistry
Ulf Schiller	Computer and Information Sciences
Xu Yuan	Computer and Information Sciences
Manaswini Rao	Economics
David Hong	Electrical and Computer Engineering
Satwik Patnaik	Electrical and Computer Engineering
Davis Knittle	English
Jacinta Saffold	English
Jennifer Peterson	Entomology and Wildlife Ecology
Tarang Parekh	Epidemiology Program
Shuai Wang	Geography and Spatial Sciences
Jody Greaney	Health Behavior and Nutrition Science
Daehyoung Lee	Health Behavior and Nutrition Science
Geoff Bil	History
Jin Yao Kwan	Human Development and Family Sciences
Whitney Polk	Human Development and Family Sciences
Frank Mondelli	Languages, Literatures and Cultures
Shuxing Li	Mathematical Sciences
Yafei Ren	Physics and Astronomy
Yan Yang	Physics and Astronomy
Yin Bao	Plant and Soil Sciences
Jesus Beltran	Plant and Soil Sciences
Emmalea Ernest	Plant and Soil Sciences
Alexandra Huddell	Plant and Soil Sciences
Qi Mu	Plant and Soil Sciences
Benjamin Garcia Holgado	Political Science and International Relations
Maryam Vaziri- Pashkam	Psychological and Brain Sciences
Soo Bin Jang	School of Education
Sanford Student	School of Education

The following individuals were hired at the rank of Associate Professor – tenured:

Name	Department
Durrell Callier	Africana Studies
Jennifer Nelson	Art History
Blazo Kovacevic	Art and Design
Derrick Spires	English
Chelsea Davis	Mechanical Engineering

The following individuals were hired at the rank of Professor – tenured:

Name	Department
Natalija Mijatovic	Art and Design
Amanda Seidl	Communication Sciences and Disorders
Cathryn Molloy	English
Gregory Chirikjian	Mechanical Engineering
Srikanth Pilla	Mechanical Engineering
Jun Xu	Mechanical Engineering
Jennifer Earl	Sociology and Criminal Justice

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

December 5, 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 April 1, 2023 to September 30, 2023.

**APPENDIX D
RESOLUTIONS
April 1, 2023 to September 30, 2023**

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
AG Microsystems, Inc. and Asif A. and Bushra A. Godil	Engineering	AG Microsystems MEMS Research Fund
Anonymous	Athletics	Football Program; North End Zone Project
Anonymous	Engineering	Engineering Facility on STAR Campus
Anonymous	Agriculture and Natural Resources	Plant Pathology/Plant and Soil Sciences Graduate Student Support Fund
Anonymous	Agriculture and Natural Resources	Next Generation Enrichment Fund
Aramark	Athletics	Blue and Gold Fund
Arnold and Mabel Beckman Foundation	Engineering	Beckman Young Investigator Award for Laure Kayser
AstraZeneca Pharmaceuticals LP	University Wide	Biopharmaceutical Innovation 4+1 Program
James C. and Marcia A. Borel	Agriculture and Natural Resources	Borel Global Fellows Fund

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Donald L. Burris*	University Wide	Donald L. Burris and Vivian M. Woodrow Burris Endowed Fund
Teresa C. Byrne and John W. Symon	University Wide	Teresa Byrne '79 Scholarship
Daniel L. Chester	University Wide	Building X Gift Fund
Dankmeyer, Inc. and Mark S. Hopkins	Health Sciences	Dankmeyer, Inc. Graduate Education Fund
Edward C. Davis Trust	Engineering	Edward C. Davis Trust
Robert S. Ehrlich and Marion Stern Ehrlich	Graduate College; Biden School Public Policy; Agriculture and Natural Resources	Osher Lifelong Learning Institute; Jerome Lewis Director's Fund in the Institute for Public Administration; J.W. Heuberger Memorial Scholarship
Marlene Evans	Graduate College	Osher Lifelong Learning Institute Kent and Sussex Counties Gift Fund
Francis E. Gardiner Jr. and Mildred W. Gardiner*	Engineering	Francis E. Gardiner, Jr. '62 and Mildred W. Gardiner Professor of Construction Engineering and Management
Dr. Herman L. Glotzer	University Wide	Robert Glotzer/Herman CGA; Judith A. Rutherford/Glotzer CGA

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Andrea L. Gregory-Schoen and Gary L. Schoen	Arts and Sciences	Gregory Family Celebration of Creative Writing; Elda W. and Arthur J. Gregory Creative Writing Scholarship
John P. Gulli and Holly Borleske Gulli	Athletics	Men's Soccer Program; Field Hockey Program; Men's Swimming & Diving; North End Zone Project
H. Fletcher Brown Trust	University Wide	H. Fletcher Brown Trust
The Henry Francis du Pont Winterthur Museum, Inc.	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Howard E. Hudson Jr. and Patricia Coyne Hudson	Arts and Sciences; Education and Human Development	Howard E. and Elizabeth M. Hudson Scholarship in Biological Sciences; Arnold M. Clark Lectureship in Molecular Genetics; Robert T. and Helen L. Coyne Scholarship in Elementary Teacher Education
James E. Jefferson*	University Wide	James E. Jeffereson Scholarship
A. David Mangelsdorff	University Wide	A. David Mangelsdorff CGA
Robin Lucas Mayhew and Keith R. Mayhew	Arts and Sciences	Kenneth and Catherine Mayhew Family Scholarship
Matthew J. and Stacey Nagy	Athletics	Football Program; 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;
David A. Plastino	Arts and Sciences; University Wide; Athletics; University Wide	David A. Plastino Associate in Arts Program Enrichment Fund; Plastino Chemistry and Biochemistry Undergraduate Research Fellows; Blue and Gold Fund; David A. Plastino Scholars; Eleni and Dennis Assanis Global Opportunities Scholarship
Stephen W. and Susan F. Shaw	Athletics	North End Zone Project
Michael W. Shone and Sharon Micucio Shone	Business and Economics	Michael and Sharon Shone Economics Scholarship
Lynn Snyder-Mackler and Michael J. Axe	Arts and Sciences	Joseph J. Straight, M.D. and David A. Barlow, Ph.D. Medical Scholars Achievement Award
Jerome Spivack and Stefanie Klahr Spivack	Earth, Ocean and Environment	Spivack Klahr Family Climate Scholars Fund; Spivack -Klahr Family Environmental Scholarship
James A. Steward	Arts and Sciences	Museum Studies Program
Scott Truskin and Abrea Goodman-Truskin; Allie R. Truskin	Athletics	Blue and Gold Fund; North End Zone Project
B. Wells Rusteberg Willis and David A. Willis	University Wide; Agriculture and Natural Resources	B. Wells Rusteberg Willis '71 and David A. Willis '71 Undergraduate Research Fund

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**

December 5, 2023

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

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

NOW, THEREFORE, BE IT RESOLVED, that the President of the University be, and hereby is, directed to certify in writing to Wells Fargo that the University needs an estimated amount of \$180,000 for undergraduate scholarships during FY 2024, and that the University's need for the balance of the Trust income for FY 2024 for fellowships for graduate students, for facilities renewal, and for faculty support of named professorships in the Department of Civil Engineering is greater than the University's need for additional undergraduate scholarships in that Department, and further,

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

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

December 5, 2023

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

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.

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

December 5, 2023

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

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 in 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.

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

December 5, 2023

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

Christiana Towers Demolition	\$9,000,000
Ice Arena Chiller Replacement	\$7,000,000;

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees approves Christiana Tower Demolition and Ice Arena Chiller Replacement and approves the Administration to take any further action deemed necessary to complete these projects.

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

Ratification to Accept Invitation to Join Conference USA

December 5, 2023

WHEREAS, the University of Delaware received an invitation to join Conference USA; and

WHEREAS, the Committees on Academic Affairs, Finance, Grounds & Buildings, Public Affairs & Advancement and Student Life & Athletics received briefings from the Administration regarding this opportunity; and

WHEREAS, the aforementioned Committees offered their support to pursue this opportunity;

WHEREAS, the invitation to join Conference USA represents a mutually beneficial athletic collaboration between the Conference and the University; and

WHEREAS, the Administration recommends accepting the invitation; and

WHEREAS, the Bylaws of the University of Delaware Board of Trustees Section 2.2.2 stipulate that the Executive Committee shall have authority to transact all business and do any act that could come before the Board; and

WHEREAS, the Executive Committee authorized the President of the University to accept the invitation to join Conference USA;

NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby ratify and affirm the action undertaken by the Executive Committee on behalf of the Board of Trustees.