

New president to take office June 6

Dennis Assanis, currently provost of Stony Brook University, will take office as the next president of the University of Delaware on Monday, June 6. Acting President Nancy Targett made the announcement at the April General Faculty meeting.



Dennis Assanis

After a nationwide search, UD's Board of Trustees unanimously elected Assanis at a special meeting of the board on Nov.

18, 2015.

Targett's term as acting president will end June 5. She became UD's acting president on July 1, 2015, when Patrick T. Harker became president and chief executive officer of the Federal Reserve Bank of Philadelphia. Earlier this year, Targett was named provost and vice president for academic affairs at the University of New Hampshire. She begins there Sept. 1.

Trevor A. Dawes named to library post

Trevor A. Dawes of Washington University in St. Louis has been named May Morris Librarian and vice provost for libraries and museums at the University of Delaware



Trevor A. Dawes

Dawes, who has been associate university librarian at Washington University since 2013, will take the position effective July 1.

In making the announcement, Provost Domenico Grasso said, "Trevor A. Dawes brings a wealth of experience to the University of Delaware. He has a distinguished record of professional leadership, service and publication that makes him an excellent choice to shape the future of the University's libraries, museums and press—key assets that lie at the heart of our campus.

"My special thanks go to Sandra Millard for her leadership as interim vice provost and to the search committee, chaired by Dean George Watson, for its work in this national search," Grasso added.

Incoming UD President Dennis Assanis said, "Trevor Dawes has the vision, energy and drive to inspire learning, scholarly inquiry, cultural and artistic interactions and service in an environment dedicated to the

open exchange of ideas and information. Under his direction, the University's libraries, museums and press will continue to meet the changing needs and interests of our students, our faculty and our community. I look forward to having him on our leadership team."

"I am absolutely delighted to be joining the University of Delaware family," Dawes said. "The collections and services that we provide through the libraries, museums and press are designed to inspire and enrich our scholars, and I look forward to working with colleagues from all across campus to ensure the continued success of all our community members."

Dawes will oversee the University libraries, including the flagship Morris Library, as well as the University of Delaware Press and University Museums, which includes the Old College and Mechanical Hall art galleries and the Mineralogical Museum in Penny Hall.

Prior to joining the staff at Washington University, Dawes served as circulation services director of the Princeton University Library from 2004-13 and as head of the circulation and support services department of the Columbia University Libraries from 1999-2004.

Dear UDARF Members,

Finally spring is here, though one would hardly know it from the daily temperatures. It is always a pleasure to see the first flowers, flowering trees and bushes appear. The main downside (aside from the pollen) is that my grass is already begging to be cut.

One also knows it is spring because we have only two more events to end our academic year. Hopefully, you already have been able to attend our spring "Intellectual Journey" presentation by Barbara Gates, our Alumni Distinguished Professor of English and women's studies. Her work centered on the writings of Victorian and Edwardian women. (*See article on page 3.*)

At our May 3 Luncheon, we will have Chris Lucier as our speaker. He is the vice president for enrollment management (which includes Admissions). At a time of declining high school graduates and stiff competition for quality students on the East Coast, he will speak about the current enrollment situation as well as future trends. This is a great way for us to keep in touch with the University's student body. Will UD be able to increase both the quality and diversity necessary to maintain a strong and viable student body?

On behalf of my board, I want to thank you for attendance at our six annual events we have offered over the past two years. We have had good attendance and excellent quality presentations, and believe this record will only improve with the incoming board. Please have a fine spring and pleasant summer.

Best Wishes

Bob Taggart, President

Corporate governance expert Elson discusses VW scandal

Charles Elson, Edgar S. Woolard, Jr. Chair in Corporate Governance and director of the John L. Weinberg Center for Corporate Governance in the Alfred Lerner College of Business and Economics, discussed the scandal at Volkswagen during the March 8 UDARF luncheon meeting in Clayton Hall.

Elson spoke about many of the issues addressed in “The Bug at Volkswagen: Lessons In Co-Determination, Ownership and Board Structure,” an article he wrote in the Nov. 25, 2015, issue of the *Journal of Applied Corporate Finance*.

Co-authors were Craig K. Ferrere, a UD alumnus and a member of the Harvard Law School Class of 2017, and Nicholas J. Goossen, a junior mathematics and economics major at UD.

“For many years, Volkswagen was dominated by Ferdinand Piech, grandson of Porsche company founder Ferdinand Porsche, and the Piech and Porsche families,” Elson said. “Piech, along with the government of Lower Saxony, Germany, controlled over 50 percent of the stock. Basically, Piech ran the show.”

Piech’s goal, Elson noted, was for Volkswagen to become the world’s largest automobile company.

To help realize this goal, Volkswagen engineers had developed a new diesel engine that delivered great mileage and fuel economy, but didn’t meet U.S. Environmental Protection Agency (EPA) standards. Emissions from the engine contained as much as 40 times the allowable amount of nitrogen oxide, among other pollutants.

Rather than change the engine to comply with EPA standards, which would mean reduced mileage and power, Volkswagen came up with a defeat device that would give a good reading when the car was plugged in at an inspection site and, when unplugged, would revert to the actual reading. The device was installed on at least 11 million vehicles.

The Volkswagen board claimed to have been unaware of this scheme, and Martin Winterkorn, the company’s CEO, expressed surprise at the news of the wrongdoing.

“It was brilliant, but it got discovered,” Elson said. “The bottom line is that it did

happen, and the question is, how could a scandal so massive occur in a major corporation?”

In the article, the authors noted that, “From a corporate governance standpoint, three major problems existed, including board composition and function, the identity of certain large shareholders, and the unique corporate regulatory structure common to many German corporations.”

Among these problems, Elson noted, is the conflicting nature of the dual-class stock held by the Piech and Porsche families, who own 31.5 percent of Volkswagen’s equity.

“Usually, when you buy shares in a company, it’s one share, one vote,” Elson said. “In Piech and Porsche’s dual class stock they got many votes for each share, and this magnified their control of the company.”

The danger of dual class stock, Elson noted, is that it has the potential to cause misfeasance and malfeasance on the part of management.

The second problem with the Volkswagen board had to do with the nature of the ownership of the company, Elson said.

“In addition to the Piech family, you have the government of Lower Saxony, which owns 20 percent of the company,” Elson said. “The government got it when the state-owned company evolved into a private company, but they still maintained the right to chose two directors on the board.”

The government of Lower Saxony had very different goals than those of the other shareholders, Elson said.

“Profitability is not the first goal of the government as an investor,” Elson said. “Their goal is political, with the bottom line being to get themselves re-elected. When you create employment in your area, you are more likely to get re-elected. Volkswagen employs 400,000 workers in the area and the government’s goal is full employment.”

The third problem, Elson said, is co-determination, mandated by German corporate law, which states that half of the board of directors of a private company have to be representatives of the owners or shareholders, with the remaining half consisting of employees.

The Volkswagen supervisory board has 20 members, with 10 elected by the shareholders and the remaining 10 selected



Charles Elson, discussed the Volkswagen scandal during the March 8 meeting

by the workforce. This board is mainly responsible for selecting and monitoring a separate management board that in turn runs the company.

The idea of a union, Elson added, is to guarantee better working conditions, wages and more jobs for its members.

“The goal of labor members on the board is not necessarily being profitable for the company, but getting better wages, hours and employment for their members,” Elson said. “On the other half of the board you have Mr. Piech, whose interest was building a bigger and better automobile company, and his co-directors from Lower Saxony, whose goal was jobs for their citizens.”

The result, Elson noted, was the creation of a corporate culture where the main objectives became full employment, growth in revenue and growth in size and market share. Profitability and compliance with the law may have been relegated to second place, he said.

Elson finished by noting that when the company culture says that unethical conduct is acceptable, the possibility for a major scandal is certainly possible. Corporate structures that embrace transparency and integrity thrive, while those that are lacking do not.

“It’s rare to hear the term integrity today, but it is a critical thing to have,” Elson said.

“Integrity is the ingredient that keeps things going, and you can’t justify not having it. When you don’t, it’s a very slippery slope.”

*Article by Jerry Rhodes
Photo by Kathy F. Atkinson*

'My Intellectual Journey'

Barbara Gates recalls her career and colleagues

From a childhood which included living in a Frank Lloyd Wright house to a more than three decades-long career as a respected teacher and author, Barbara Gates has always enjoyed a love affair with words and the natural world.

Gates, Alumni Distinguished Professor Emerita of English and women's studies, shared her story during a "My Intellectual Journey" talk to UDARF members on April 7 in the Courtyard Newark-University of Delaware campus hotel.

"Approaching one's own life is really a strange thing," Gates said. "I've been trying to find a pathway to do this, and I was thinking of my dad, who was a newspaper guy."

Her father started work very early most days, and he was home early, too, Gates recalled, and after work he would take her around where they lived and also to the zoo, where he would tell her the names of the animals they saw.

"That experience was the pathway to my life," Gates said. "I love words and that feeling has stayed with me all my life."

Gates, who recalled learning to read via the Dick and Jane series, attended a three-room schoolhouse when the family moved to the greater Chicago area.

"The best part of that year was living in a Frank Lloyd Wright house," Gates said. "It was not Falling Water, but there was a big forest on one side of the house, a forest in the back, and on one side there was a stream."

Introduced to the works of William Shakespeare while a high school student, Gates had the opportunity to read the great works of literature during what might now be called an honors program English class.

"The class was world literature, and we studied many authors, including Goethe and Dumas," Gates said. "I loved it."

Switching from journalism to an English and history major, Gates graduated with a bachelor of arts degree from Northwestern University in 1958 and a received a master's degree from UD in 1961.

During this same time, Gates worked at radio station WTUX-AM in Wilmington, while her husband worked at DuPont.

Taking advantage of a Danforth Fellowship, Gates earned a doctorate in 1971 from Bryn Mawr College, the same year she arrived as an assistant professor of English at UD.

"I got through graduate school in four years. I took my kids to nursery school, worked like crazy for three hours, picked them up again, went home, did all the housework and the grocery shopping and made dinner for everybody," Gates said. "About 7:30 to 8, the kids went to bed and I hit the books till about 12:30, got up the next day and did it again — for four years."

Looking for a job, Gates was fortunate enough to get interviews at UD and the University of Pennsylvania.

"Charles Bohner was chair of the English department at that time," Gates said. "He wrote down a job offer and said it was good for one week. I said I would have to think about it. I did, and I took it."

About two months after starting at UD, Gates was approached

by Bohner to consider teaching a course in women's studies.

"By accepting this, I met some wonderful people with whom I am still friends today," Gates said. "One of these persons was Sally Bould (professor emerita of sociology), and we taught a course on *Bleak House* in London."



Barbar Gates

The 1992 recipient of the E. Arthur Trabant Award for Promoting Equity at UD, Gates also served as director of women's studies at UD and was director of the London Program of the University of Delaware.

Books by Gates include *Victorian Suicide: Mad Crimes and Sad Histories*, published by Princeton University Press, 1988; *Critical Essays on Charlotte Bronte*, published by G.K. Hall in 1989; and *Kindred Nature: Victorian and Edwardian Women Embrace the Living World*, University of Chicago Press, 1999.

"The University of Delaware was a great place to work," Gates said. "I have many people to thank for that."

Article by Jerry Rhodes
Photo by Wenbo Fan

Library, museums continued from page 1

Dawes will succeed Sandra Millard, who has been serving as interim vice provost and director of libraries since Sept. 1, 2015. She was named interim vice provost when Susan Brynteson stepped down after leading the University of Delaware Library for more than 35 years. Millard will return to her previous post as associate University librarian for services, outreach and assessment.

UDARF lunch slated for May 3

Chris Lucier, vice president for enrollment management, will speak at the next UDARF luncheon meeting, scheduled at 11:30 am., Tuesday, May 3, in 120 Clayton Hall.

His topic will be "Enrollment management: Where we are and where we are going in the competitive and volatile enrollment environment."

Reservations may be made online at [this link](#) and must be completed by Tuesday, April 26. Be sure to note any dietary restrictions. Registrants must pay their \$17 lunch cost by check at the door.

Visual Arts Foundation honors Charles Rowe

Charles Rowe, professor emeritus of art, was the honored artist at the Delaware Foundation for the Visual Arts' 17th annual spring show, held April 8-10 at the Hagley Museum Soda House in Wilmington.

The event, which features an opportunity to purchase selected works of Rowe and over 50 Brandywine Valley artists, provides scholarships for high school art students in the First State.

Rowe's *Black and White* acrylic painting, the winning painting for the 1981 Delaware Duck Stamp, was among the works available.

A veteran of numerous one-artist shows, Rowe's works are featured in collections nationally and in Canada and Europe, including Archives, Victoria and Albert Museum, London, England; Library of Congress, Washington, D.C.; Banco de Granada, Granada, Spain; NASA Space Museum, Cape Canaveral, Florida; and the Kevin Costner Collection, Hollywood, California.

Rowe said that his interest in art began at an early age, and was encouraged by a fourth grade teacher in his native Great Falls, Montana, school.

"I went to school in Montana until I went into the Army, serving in Korea," Rowe said. "After military service I went to Southern Methodist University for a year, and then received a scholarship to the School of the Art Institute of Chicago, where I studied with artist Leroy Neiman."

Rowe also received a master of fine arts degree from the Tyler School of Art at Temple University.



Charles Rowe

Working as a package designer in Greenville, South Carolina, while also trying to paint on his own, Rowe was encouraged by his wife, Eugenia, to give teaching at the college level a try.

"When I came to UD in 1964, I taught advertising graphic design and illustration, and my students won 55 national awards," Rowe said. "The course was later changed to visual communications."

During his 33-year tenure at UD, Rowe said he encouraged his students not to give up on a project or assignment just because a problem seemed insurmountable at the time.

Favorite artists for Rowe include Rembrandt, Salvador Dali, George Seurat, Claude Monet, Vincent Van Gogh and Andrew Wyeth.

"Andy Wyeth was a great composer of white spaces in his painting," Rowe said. "All of these people were also great thinkers and inventors."

Through his current work embodies the dreamlike mystical qualities of surrealism, Rowe's paintings also evidence a love of nature that reflects growing up in Montana in a family of outdoorsmen who fly fished nearby streams and rivers.

"Surrealism has been around since the 1450s. It used to be called fantasy painting," Rowe said. "To me, surrealism is a bridge between realism and complete abstraction."

Article by Jerry Rhodes
Photo by Evan Krape

IN BRIEF

Jan H. Blits, professor emeritus of education, has recently published *Rome and the Spirit of Caesar: Shakespeare's "Julius Caesar"* (Lexington Books). It is his ninth book.

William W. Boyer, Charles P. Messick Professor Emeritus of Public Administration, Department of Political Science and International Relations, and **Edward C. Ratledge**, associate professor and director of the Center for Applied Demography and Survey Research, School of Public Policy and Administration, are co-authors of *Growing Business in Delaware: The Politics of Job Creation in a Small State*, published by the University of Delaware Press (2016).

Theodore E.D. Braun, professor emeritus, French and comparative literature, gave a presentation on "Voltaire's fictive Le Franc de Pompignan," at SEASECS, Savannah, Georgia, Feb. 25-27. He also presented "Lies, Slanders, Prevarications, Calumnies: Voltaire and his Fictive Le Franc de Pompignan" at the American Society for Eighteenth-Century Studies, Pittsburgh, March 31-April 3.

A new book by **James C. Curtis**, professor emeritus of history, focuses on photographers hired by the federal War Relocation Authority (WRA) and shows how their images were shaped by the government's need to explain and justify the evacuation, confinement and eventual resettlement of over 110,000 Japanese Americans

during World War II. *Discriminating Views: Documentary Photography and Japanese American Internment* was the subject of a recent article in the *Wilmington News Journal*. Curtis, also a former director of the Winterthur Program in American Material Culture, was instrumental in the creation of UD's History Media Center in 1970 and establishing a curriculum in visual history.

Philip Goldstein, professor emeritus of English, University of Delaware-Wilmington, has published an

essay titled "Philosophical Postmodernism: From Adorno and Derrida to Foucault" in *The Edinburgh Companion to Critical Theory*, ed. Stuart Sims, Edinburgh UP: Edinburgh, Scotland, 2016: 145-61.

Peter Weil, associate professor emeritus of anthropology, has published "Ephemera: Typewriters on Parade" in *Etcetera*, Journal of the Early Typewriter Collector's Association, No. 112, Spring 2016, pp. 13-18.

IN MEMORIAM

Willard Fletcher, professor emeritus of history, died March 28, 2016. Former chairperson of the Department of History, he was a scholar on the Holocaust and modern German history. Dr. Fletcher assisted the Office of the Public Prosecutor in West Germany in gathering evidence against Nazi war criminals and was a member of the U.S. Holocaust Memorial Council. He retired in 1989. Dr. Fletcher spoke in UDARF's "My Intellectual Journey" series in April 2011.

David E. Ingersoll, professor emeritus of political science and international relations, died Feb. 15, 2016, at his home in Sonoma, California. He taught political philosophy at UD, where he was a member of the faculty from 1964 until his retirement in 2003. Prof. Ingersoll

received the University's Excellence in Teaching Award in 1970 and chaired the Department of Political Science and International Relations from 1974-79. He also served as vice president of the Faculty Senate and a member of the General Council.

Daniel C. Neale III, former dean of the then-College of Education, died on March 15, 2016, after a long struggle with dementia. While serving as dean of the college, he established four academic departments where there had been one college with centers for each specialty. The Ph.D. program in education also was established during his tenure. Dr. Neale served on the UD faculty for 25 years, retiring from the Department of Educational Studies in 1995.