



BOARD OF TRUSTEES

MEETING BOOKLET

DECEMBER 8, 2020
3:00-5:00 PM

CONFERENCE CALL



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

TRUSTEES <i>EMERITI</i>
Howard E. Cosgrove
Robert A. Fischer Jr.
Robert W. Gore
Sally H. Higgins

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

University of Delaware
Office of the Vice President and University Secretary
126 Hullihen Hall
Newark, DE 19716



**BOARD OF TRUSTEES
SEMIANNUAL MEETING**

**December 8, 2020
3:00 P.M.**

AGENDA

- I. CALL TO ORDER**
- II. ATTENDANCE REPORT**
- III. APPROVAL OF THE MINUTES:** Semiannual Meeting of June 23, 2020
- IV. PUBLIC COMMENT**
- V. REPORT OF THE PRESIDENT**
 - Dr. Dennis Assanis – President
- VI. SPECIAL PRESENTATION:**
 - Dr. Kelvin Lee – Gore Professor of Chemical & Biomolecular Engineering, Institute Director, National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL)
- VII. REPORTS AND RECOMMENDATIONS OF THE STANDING COMMITTEES**
 - Public Affairs & Advancement
 - Honorary Degrees & Awards
 - Grounds & Buildings
 - Academic Affairs
 - Student Life & Athletics
 - Finance
 - Nominating
 - Executive
- VIII. CONSENT AGENDA OF RESOLUTIONS FOR APPROVAL BY THE BOARD AT ITS MEETING OF DECEMBER 8, 2020:**
 - A. Recognition of gifts to the University;
 - B. Approval of the Southern Delaware Ad Hoc Committee charge;

- D. Approval of University of Delaware Medals of Distinction;
- E. Approval of personnel actions (named professorships and promotion and tenure);
- F. Approval of renaming of the Mangone Center;
- G. Approval of two banking resolutions; and
- H. Approval of Davis trust.

IX. OTHER MATTERS

X. ADJOURNMENT

XI. APPENDICES

- A. Minutes of the June 23, 2020 Meeting of the Board of Trustees
- B. Resolution to recognize gifts to the University
- C. Faculty Personnel Actions



**TRUSTEE COMMITTEE
ON
PUBLIC AFFAIRS AND ADVANCEMENT**

November 2, 2020

MINUTES

The Committee on Public Affairs and Advancement held a meeting on Monday, November 2, 2020 via Zoom, which began at approximately 10:00 a.m.

COMMITTEE MEMBERS PARTICIPATING:

Terri Kelly, Chair; I.G. Burton, III; Claire DeMatteis; Bill DiMondi; Guy Marcozzi; Ed Sannini; John Cochran; and President Dennis Assanis

EXCUSED MEMBERS:

Joan Coker; Claudia Peña Porretti

FACULTY REPRESENTATIVES:

Allison Karpyn; Lynnette Overby

STUDENT REPRESENTATIVES:

Akshay Bhosale; Samantha Bingaman; Mia Carbone; and Caroline Klinger

ADMINISTRATORS AND OTHERS PRESENT:

Angela Anderson, Director, Federal Relations; Jen Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; John Long, Executive Vice President and Chief Operating Officer; Kate Long, Assistant Vice President, Operations; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Greg Oler, Vice President for Finance and Deputy Treasurer; Caitlin Olsen, Director of Government Relations, Strategic Engagement; Evan Park, Director of Government Relations, Legislative Affairs; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Rhett Ruggerio, Interim Director of Government Relations; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:
Minutes of the Committee's meeting of May 26, 2020.

RESOLUTION FOR APPROVAL:

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

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

(details as contained in the listing provided in the Fall 2020 Committee materials and detailed in the listing included at the conclusion of these minutes)

NOW, THEREFORE BE IT RESOLVED, that the Committee on Public Affairs and Advancement hereby expresses its sincere gratitude for the generosity of these donors.

CALL TO ORDER:

Chair Terri Kelly called the meeting to order at approximately 10:00 a.m. and welcomed all in attendance. She welcomed Messrs. Burton and Sannini as new members of the Committee.

PRESIDENT'S UPDATE:

Dr. Assanis informed the Committee that the fall semester was proceeding in a manner fairly consistent with what was expected. Plans for testing and monitoring those coming to campus have been effective alongside stricter language and sanctions to discourage students from not following health and safety protocols. Positive tests remain low among the population samples.

Looking toward the spring, Dr. Assanis hopes to have 4,000 students in the residence halls, up from the current residency of 1,300 students. The Administration plans to prioritize students in their first or senior year as well as those who live greater than 30 miles from the campus.

Dr. Assanis provided an update on the budget mitigation strategies, stating the budget deficit would amount to at least \$228M. That said, the Administration and campus community have worked tirelessly and identified approximately \$200M of that amount in cost savings. Additional savings will be increasingly difficult to recognize, and he expressed hope that ongoing discussions with the faculty and AAUP might identify additional savings. Dr. Assanis reviewed the steps taken to date, including a hiring freeze, retirement incentive program and reductions in force. Reductions in force were the last thing desired, but a necessary step to take in reaction to areas where workload has been significantly decreased or stopped altogether for the foreseeable future.

Dr. Assanis reviewed the goals for the upcoming year, focusing priority on health and safety of the community, meeting budget challenges effectively and aligning staff to efficiently achieve goals. The University will also continue to promote

excellence while making progress toward greater diversity and inclusion. Dr. Assanis noted the appointment of Fatimah Conley as Interim Chief Diversity Officer to assist with these efforts.

Ms. DeMatteis asked if there were expectations of additional reductions in staff, and Dr. Assanis noted there were no plans to do so at this time. While there may be opportunities for restructuring given these new constraints, he noted that it would be difficult to make additional reductions in staff.

Ms. Kelly asked about reduced hours for some staff as well, and Mr. Dicker and Mr. Carter spoke to the various reductions in hours for members of their teams.

Mr. Cochran expressed that the focus needs to be on continued expense mitigation, maintaining enrollment and recruiting the class for next fall. He noted Mr. Morrison's team is working hard on these efforts. Dr. Assanis shared that the team is working diligently to move through this crisis.

Mr. Marcozzi took a moment to congratulate Mr. Sannini for his recognition as a new member of the Alumni Wall of Fame and also expressed his gratitude for the efforts of the Administration as they navigated the difficult decisions of the last few weeks. Mr. Marcozzi asked Dr. Assanis about the University's three-year plan and asked how he and other Trustees might review this plan to better understand his goals and how the Board might be most supportive. Dr. Assanis noted that the plan was still under development and welcomed his and other Trustees' input. Dr. Assanis next introduced Ms. Conley.

Ms. Conley noted her time at the University prior to accepting the Interim Chief Diversity Officer role and spoke to her goal of consolidating resources related to diversity and inclusivity to ensure the focus was aligned and efficiently and effectively marshalled. She also noted ongoing conversations with Dr. Riera and Dr. Assanis to identify a physical space on campus for the multicultural resource center.

FOR APPROVAL:

At this time, on motions made and seconded, the Committee approved the two resolutions presented for approval. Ms. Kelly spoke to the Southern Delaware Ad Hoc Committee's charge and membership and introduced Mr. Burton as Chair of the Ad Hoc Committee.

REPORT ON STATE AND LOCAL RELATIONS:

Mr. Ruggerio noted that the following day is Election Day and given the current circumstances it is unlikely that the outcome of the presidential election will be known in short order. In terms of elections for the State, he expected voter enthusiasm from both republicans and democrats and did not expect any state-wide upsets. He noted that earlier in the primaries, several moderate democrats were defeated by more progressive challengers, and as a result the Senate President was defeated. He also noted the impact on regular interactions with the

Governor's office related to managing the many challenges presented by the ongoing pandemic.

Ms. Olsen provided an update on the impact of the pandemic on the City of Newark. She noted that lower number of students on campus has had an impact on utilities revenues as well as support of local businesses. She is keeping open communications with officials in the City.

Mr. Ruggerio noted the support of others in the leadership team to support the local community and recognized the work of Ms. Olsen and Mr. Park over these last several months.

Ms. Kelly asked if Mr. Ruggerio could speak to the prospect of additional support funding from the State, and Mr. Ruggerio noted that CARES Act funding received by the Governor would need to be returned if not spent by January 1, 2021, and there are ongoing conversations with the State to request support. Dr. Assanis noted that he has had discussions with the Governor about eligible expenses related to testing and de-densifying campus.

Mr. Ruggerio next spoke to the group of legislators he has convened from Kent and Sussex Counties along with trustees and members of the senior leadership team. The initial visit allowed for the team to hear feedback and concerns from legislators and as a result of that conversation, the following meeting will include a presentation on enrollment of resident students to the University. Mr. Cochran expressed his support of this plan to expand and enhance the University's relationship with the community.

REPORT ON FEDERAL RELATIONS:

Ms. Anderson informed the Committee that she continues to work on receiving additional CARES Act funding, as well as funding from FEMA. There is still more work to be done to apply for the FEMA funds, but there may be an opportunity to receive as much as \$7-9M. She is also working with the Government Relations team to provide benchmarking data on how other states have utilized CARES Act funding to support higher education.

Ms. Anderson next provided a high-level comparison of the perceived policy priorities of the two presidential candidates and how those priorities might impact the work of higher education and the University more specifically. She noted that if there were any significant changes, such as a change of leadership in the Senate, she would provide a memo to inform the Committee of the impact of the change.

Dr. Assanis expressed his kudos to Ms. Anderson for her work with federal relations and noted his optimism that additional federal funding would be forthcoming at some future point.

DEVELOPMENT AND ALUMNI RELATIONS UPDATE:

Mr. Dicker provided an update on the campaign and noted that as of the prior Friday, the campaign had raised \$797M. Year-to-date fundraising has reached \$24.2M, compared to \$17.6M the year prior. He also reviewed the breakdown of cash raised versus bequests and pledges.

Mr. Dicker reviewed the goals for the unit for fiscal year 2021 and spoke to the need to realign resources, support diversity and inclusion, and noted the core elements of the strategy for the year. During the first quarter, the team held over 900 virtual meetings, with about a third to propose qualification.

Ms. Kelly asked how the virtual environment had impacted commitment to solicitation, and Mr. Dicker described the difference between supporting existing relationships with donors versus meeting new prospects. Dr. Assanis noted he had connected with two possible prospects over the weekend virtually.

Mr. Sannini noted that the breakdown presented of fundraising versus cash was helpful and asked if there is typically shrinkage on bequests and pledges over time. Mr. Dicker responded that traditionally that number holds steady, due to multiple factors including estate gifts that the University is unaware of and the fact that many donors provide a conservative estimate of their gift to the University in order not to disappoint.

REPORT FROM THE OFFICE OF COMMUNICATIONS AND MARKETING:

Mr. Carter updated the Committee on the work of the Office of Communications and Marketing as it worked to balance both pandemic-related communications with ongoing communications and marketing to sustain the culture of the University. The present circumstances have required a lot of adaptation and new tasks. While we all work remotely, much of the behaviors related to engagement with UD have changed, such as the process of college admissions. He noted that social media has been a critical component of the strategy and the exposure in that area has grown significantly since March.


Mr. Carter noted his work with colleagues across the University to highlight health and safety, support admissions, and to showcase the Graduate College to drive enrollment in graduate education. Moving forward, the unit will be challenged to continue to do more with fewer resources. That said, he commended his colleagues for being flexible and understanding. He noted that he continues to work with others to best streamline and centralize messaging to provide a unified voice across different areas of the campus.

Mr. Cochran and Dr. Assanis both expressed their gratitude to Mr. Carter for his work and the work of his team over the past several months.

ADJOURNMENT:

With no additional business, the meeting was adjourned for an Executive Session at approximately 11:43 a.m.

APPROVED:

A handwritten signature in dark ink, reading "Terri L. Kelly". The signature is written in a cursive style with a large, stylized "T" and "K".

Terri Kelly, Chair

RESOLUTIONS January 1, 2020 – June 30, 2020			
Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
The Whiting-Turner Contracting Co. (CP)	\$ 3,000,000.00	Engineering; University Wide	Construction Engineering and Management Program; Ammon Pinizzotto Biopharmaceutical Innovation Center
Anonymous Alum (AA)	\$ 1,500,000.00	Agriculture and Natural Resources	Named Professor of Pre-Veterinary Medicine and Animal Biosciences
H. Fletcher Brown Trust (TC)	\$ 1,193,254.14	University Wide	H. Fletcher Brown Trust
Mr. Dennis Stillwell (FR) and Mrs. Linda Stillwell (FR)	\$ 750,000.00	Morris Library	University Library for the Special Collections Department
Raymond A. Jacobsen, Jr., Esq. ('71/AS) and Marilyn Perry Jacobsen, Esq. ('72/AS)	\$ 500,000.00	Arts and Sciences; Engineering; University Wide	Mentor Program in the College of Arts and Sciences; Construction Engineering and Management Gift Fund; Blue Hen Strong Fund; Restricted Support for Presidential Priorities
Ms. Susan P. Stroman ('76/AS)	\$ 500,000.00	Arts and Sciences	Susan P. Stroman Visiting Playwright Series Fund
Cloudreach, Inc. (CP)	\$ 499,999.80	Engineering	Research Support for Professor Stephan Bohacek's Project: "New Directions in AIOps"
Kinetic Research Corporation (CP) [Mr. Kent Herrick (FR)]	\$ 493,001.00	Engineering	Center for Composite Materials

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
La Fondation Sackler - The Sackler Foundation (FF)	\$ 200,000.00	Arts and Sciences	Dr. Mary Dozier's Research in the Department of Psychological & Brain Sciences
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 200,000.00	Arts and Sciences; University Wide	Choral Enrichment Fund; Resident Ensemble Players; Blue Hen Strong Fund
Dominic M. Di Toro, Ph.D. (FS) and Mrs. Marilyn F. Di Toro (FR)	\$ 160,000.32	Engineering	Dominic Di Toro Graduate Student Support Fund
The Henry Francis du Pont Winterthur Museum (OO)	\$ 157,434.25	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Mr. Rahul Shah (FR) and Mrs. Sonia Shah (FR)	\$ 140,000.00	Morris Library	University Museums
Anonymous Alum (AA) [Anonymous Organization (OO)]	\$ 134,250.00	Agriculture and Natural Resources	Faculty Support Fund
Delaware Curative Workshop, Inc. (CP)	\$ 130,000.00	Health Sciences	Innovation Health Design Laboratory; Mae D. Hightower-Vandamm Memorial Graduate Tuition Scholarship
Marybeth Auletto, Ph.D. ('87/AS) and Mr. John P. Auletto ('87/AS)	\$ 120,000.00	University Wide	Auletto Scholarship Fund
Mr. David T. Buzzelli ('66/EG)	\$ 100,000.00	Engineering	David T. Buzzelli Graduate Research Fellowship
Christiana Rotary Club Foundation (OO)	\$ 100,000.00	University Wide	Christiana Rotary Club Scholarship in Memory of George A. Thompson

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Ms. Susan Gell Hugel ('73/AS) and David H. Hugel, Esq. (FR)	\$ 100,000.00	Arts and Sciences	Susan Hugel Summer Internship Fund
Mr. Dennis Mehiel (FR) and Mrs. Karen L. Mehiel (FR)	\$ 100,000.00	Biden School of Public Policy	Biden Institute
G.B. Sears Family Trust (OO) [Mrs. Janice L. Sears ('82/BE) and Mr. Geoffrey B. Sears (FR)]	\$ 100,000.00	University Wide	Biden Hall
Toyota Motor North America (CP)	\$ 100,000.00	Health Sciences	GoBabyGo!
Mr. Parker E. Tupin ('76/BE)	\$ 100,000.00	Health Sciences	Tupin Family Fund for Physical Therapy
Mr. John M. Witheford ('51/EG)	\$ 100,000.00	Engineering	John M. Witheford Faculty Recruitment Fund
NOW, THEREFORE BE IT RESOLVED, that the Committee on Public Affairs and Advancement hereby expresses its sincere gratitude for the generosity of these donors.			



**TRUSTEE AND FACULTY COMMITTEE
ON
HONORARY DEGREES AND AWARDS**

November 2, 2020

MINUTES

The Committee on Honorary Degrees and Awards held a meeting on Monday, November 2, 2020 via Zoom, which began at approximately 1:30pm.

COMMITTEE MEMBERS PARTICIPATING:

Debbie Hess Norris, Chair; Michael Geltzeiler; Terri Kelly; Matthew Kinservik; Breck Robinson; Regina Sims Wright; John R. Cochran, Chair of the Board; Dennis N. Assanis, President

COMMITTEE MEMBERS EXCUSED:

Sean Wang

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Jim Dicker, Vice President for Development and Alumni Relations; Robin Morgan, Provost; Rhett Ruggerio, Interim Director of Government Relations; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of May 26, 2020.

RESOLUTION FOR APPROVAL:

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

1. **RESOLVED**, that the following individuals are approved to receive UD Honorary Degrees: **John Anderson, Patricia DeLeon, Ty Jones, A. Gilchrist Sparks III.**
2. **RESOLVED**, that 11 individuals have been approved to receive the University of Delaware Medal of Distinction in recognition of service to the University, State and region.

CALL TO ORDER:

Ms. Hess Norris called the meeting to order at approximately 1:34pm and welcomed all in attendance.

REVIEW OF CANDIDATES FOR MEDALS OF DISTINCTION:

The Committee reviewed several candidates for the University's Medal of Distinction. Beyond identifying candidates, the Committee also discussed the best way to recognize the recipients. Several individuals were identified and recommended for this distinction, and potential plans were discussed to recognize individuals given the current restrictions on holding events and maintaining healthy physical distance. The idea of a virtual presentation was considered as well as holding an in-person ceremony at a later date when public health guidelines permit for such gatherings.

CONVOCATIONS AND COMMENCEMENTS:

Ms. Brand presented an overview of several potential frameworks for conducting convocations and commencements for the Classes of 2020 and 2021. She noted that health and safety are the driving forces for any scenario and identified the challenge of setting direction for events tentatively planned for the end of May given the volatility caused by the ongoing pandemic.

The Committee held a robust discussion on the merits of different formats and expressed its desire to hold in-person ceremonies, if possible to do so safely. The Committee expressed the desire to determine a strategy over the coming months to be able to communicate with graduates and families sooner than later.

FUTURE CELEBRATIONS:

Ms. Hess Norris opened the discussion by asking Mr. Dicker to comment on how we might leverage other events to highlight honorees. Mr. Dicker noted that there are several potential events to be scheduled, contingent on the status of the pandemic.

ADJOURNMENT:

With no further business, the meeting was adjourned at approximately 2:57pm.

APPROVED:

A handwritten signature in dark ink, appearing to read "Debbie Hess Norris", written in a cursive style.

Debbie Hess Norris
Chair



**TRUSTEE COMMITTEE
ON
GROUNDS AND BUILDINGS**

November 4, 2020

MINUTES

The Committee on Grounds and Buildings held a meeting on Wednesday, November 4, 2020 via Zoom, which began at approximately 10:00 a.m.

COMMITTEE MEMBERS PARTICIPATING:

James C. Borel, Chair; William J. DiMondi; Chai Gadde; Kathleen Hawkins;
Donald J. Puglisi; Robert F. Rider, Jr.; Ed Sannini; John Cochran; and President
Dennis Assanis

EXCUSED:

John Paradee

FACULTY REPRESENTATIVES:

Brian Hanson; Chris Williams

STUDENT REPRESENTATIVES:

Savannah Sipes; Mia Carbone; John Cohill

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Fatimah Conley, Interim
Chief Diversity Officer; Amy Connell, Associate Vice President, Business
Operations; Jim Dicker, Vice President for Development and Alumni Relations;
Marci Hutton, Director of Planning and Project Management, Facilities, Real
Estate & Auxiliary Services; Daniela Ivancikova, Associate General Counsel;
Peter Krawchyk, Vice President, Facilities, Real Estate & Auxiliary Services and
University Architect; John Long, Executive Vice President and Chief Operating
Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin
Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management;
Greg Oler, Vice President for Finance; Kimberly Reinagel-Nietubicz, Strategic
Policy Analyst; Mary Remmler, Vice President for Strategic Planning and
Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice
President for Research, Scholarship and Innovation; Brent Schrader, Associate
University Secretary

APPROVED ON A MOTION MADE AND SECONDED:
Minutes of the Committee's meeting of June 3, 2020.

CALL TO ORDER:

Mr. Borel called the meeting to order at approximately 10:01 a.m. and welcomed all in attendance.

PRESIDENT'S UPDATE:

Dr. Assanis updated the Committee on the current environment and explained the objective of returning for the spring semester in a more populous fashion, as this would aid in preventing additional operating deficits. If it is possible to return safely, the unmitigated operating deficit is estimated at approximately \$228M, and mitigation efforts have already identified close to \$200M. These efforts include personnel actions, monies disbursed from the endowment and freezes on hiring, travel and other discretionary expenses. Over 130 individuals elected to accept the University's voluntary retirement incentive, and the difficult decision was also made to reduce force in areas where activities are either not coming back for some time or were significantly affected. Dr. Assanis described the picture as grim and indicated there is still an additional \$30M to be identified to mitigate the operating deficit.

In the spring semester, prioritization for on-campus housing is going first to freshmen and seniors and will then be offered to other students who wish to reside in the dormitories. Testing will also be expanded to the extent possible, with up to 6,000 tests per week compared to the current level of approximately 1,200. Positive tests this semester have remained low, especially relative to other institutions. There have been no outbreaks traced back to classroom spaces and very few in the residence halls.

Dr. Assanis shared that the focus now is on operational excellence, given the reductions in staff and associated challenges. Given these changes, certain areas will need to assess their structure and consider different models moving forward. He shared that of the remaining deficit, there are still efforts to identify savings from academic operations. The target of reduction of 15% has not yet been met.

Mr. Sannini asked whether the testing pool for asymptomatic individuals consisted just of students living on campus or a broader group, and Dr. Assanis noted that both on- and off-campus students are invited to participate in testing. The surveillance testing was initially met with skepticism by some students but this perception seems to have changed. Dr. Morgan noted that these tests include on-campus residents as well as student-athletes, students living off campus, and any faculty or students who request a test. Students presenting with symptoms go directly to Student Health Services for testing, and currently those students are more often experiencing seasonal illnesses rather than COVID-19.

Dr. Riera added that the positivity rate within residence halls is currently between 2-3% and off-campus is between 10-11%.

Dr. Assanis closed his remarks noting that approximately two-thirds of students living on campus will either remain in the residence halls for Thanksgiving or return to the halls after Thanksgiving. He attributed this to the desire of students to be together and be in a college environment, even with classes being held online following Thanksgiving.

FOR INFORMATION:

Mr. Krawchyk provided an update on fall and spring planning, noting the shuttering of buildings on campus and plans to reopen buildings for the spring semester to accommodate additional face-to-face instruction and increased student density in residence halls. The workforce has experienced reductions through a combination of retirements and reductions in force. Plans for the spring, both with regard to student density and face-to-face instruction are preliminary and will be calibrated based on final figures.

Ms. Hutton reviewed the progress of several capital projects, including the Ammon Pinizzotto Biopharmaceutical Innovation Center, Whitney Athletic Center, Worrlow Hall Renovations and Wellbeing Center at Warner Hall.

Mr. Long added that project completion dates that were revised are due to a combination of factors related to COVID-19 and other delays. Ms. Hutton also provided an update on the FinTech building on STAR Campus and reminded the Committee that this project was a Delaware Technology Partners project.

Mr. Krawchyk presented an updated deferred maintenance plan which includes a significant reduction to deferred maintenance projects. The priorities for deferred maintenance in this environment are life/health safety, completion of commitments entered prior to COVID-19 and infrastructure needs. He also noted the impacts of this strategy as it relates to proactive replacements, project efficiencies and potential risks. Next, Mr. Krawchyk reviewed projects that have been deferred in order to meet the target budget for deferred maintenance in fiscal year 2021. Mr. Long added that the President has challenged the team to look at buildings that are projected on the plan beyond the 3-year timeframe to evaluate needs for the future and to what extent these projects align with those needs. Mr. Krawchyk also spoke to the desire to align projects that are energy related with the University's commitment to sustainability.

Next, the Committee received an update on several projects funded by monies received from the State. The State generally allocates dollars each year, traditionally for laboratory upgrades. It was noted that the Drake Laboratory Addition was already approved by the Board and the remaining projects will come to the Committee for approval sooner than later. It was also noted that these projects, which are funded with State dollars, all pay prevailing wage.

Mr. Long added that additional projects are not planned at this time outside of those discussed and current work is focused on completing projects that were already underway.

Mr. Rider shared his agreement with the plan to review plans for capital projects in the future and noted that this pandemic, and pivot to online instruction, may be a catalyst for changes in education long-term. Mr. Long responded that these conversations are likely to start at the beginning of the next calendar year and shared that some decisions, especially with regard to laboratory needs, will be driven by the technological needs to support the science. Mr. Long also noted the current stress on the staff and the need to balance evaluations of future needs with current obligations. Dr. Assanis added that the impact of staff reductions has been felt across the University. Moving forward, the immediate focus is on the return to the spring semester and then looking toward incoming applications and building the class for next fall.

Mr. Sannini asked about the number of shuttered buildings, with the caveat that buildings vary in size and purpose, and Mr. Long responded that many of the buildings counted are smaller, including some University-owned houses.

At this time Dr. Assanis introduced Ms. Fatimah Conley, who Dr. Assanis recently appointed as the interim Chief Diversity Officer. Ms. Conley spoke to her prior roles at the University and shared her passion with regard to issues of diversity, equity and inclusion. She noted there will be needs in the future to review buildings in order to be accommodating to more groups as well as working with the community to identify a physical space for a multicultural building.

OTHER MATTERS:

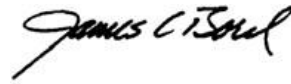
Dr. Williams was recognized by the Committee to provide comments, and he informed the Committee that his department has made a commitment to teaching courses face-to-face for the spring semester with limited exceptions. Dr. Williams shared a petition with the Committee which requested the Committee and Board consider reinstating the sustainability coordinator at the University who was impacted by the recent reduction in force. He noted that over 1,400 students, faculty and staff had signed the petition which expressed concern that the decision to let go the individual in that role was not perceived as compatible with the University's commitment to sustainability.

Mr. Borel thanked Dr. Williams for sharing this view with the Committee and noted that it would be taken under advisement with the Administration.

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 10:52 a.m. for an Executive Session.

APPROVED:

A handwritten signature in black ink, appearing to read "James C. Borel". The signature is fluid and cursive, with the first name "James" and last name "Borel" clearly distinguishable.

James C. Borel
Chair



**TRUSTEE COMMITTEE
ON
ACADEMIC AFFAIRS**

November 4, 2020

MINUTES

The Committee on Academic Affairs held a meeting on Wednesday, November 4, 2020 via Zoom, which began at approximately 1:30 p.m.

COMMITTEE MEMBERS PARTICIPATING:

Donna M. Fontana, Chair; Allison Burris Castellanos; Joan F. Coker; Claire DeMatteis; Debbie Hess Norris; Whitney Townsend Sweeney; Sean Wang; John R. Cochran; Dennis N. Assanis, President

EXCUSED:

Claudia Peña Poretti

FACULTY REPRESENTATIVES:

Rusty Lee; Chris Williams

STUDENT REPRESENTATIVES:

Mia Carbone; Kasiyah Tatem; Akshay Bhosale; Sam Bingaman

ADMINISTRATORS AND OTHERS PRESENT:

Karen Aniunas, Associate Provost and Chief of Staff; Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Matt Kinservik, Vice Provost for Faculty Affairs; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Lynn Okagaki, Deputy Provost for Academic Affairs; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary; Michael Vaughan, Interim Vice Provost for Diversity and Inclusion

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of May 27, 2020.

RESOLUTIONS:

On a motion made and seconded, the following resolutions were approved:

1. **WHEREAS**, the University of Delaware's Gerard J. Mangone Center for Marine Policy (the "Mangone Center") was established by a gift from Professor Gerard J. Mangone and has been dedicated to study the legal, political and economic issues involving the ocean, seabed and coastal zone since its founding in 2003; and

WHEREAS, the Mangone Center has made significant contributions to the promotion of integrated ocean policies around the world, and, in particular, the advancement of the global oceans agenda championed by the United Nations; and

WHEREAS, the Marine Policy program within the School of Marine Science and Policy has hired new faculty with research emphases that include marine resource economics with a strong climate and energy transitions foci; and

WHEREAS, the College of Earth, Ocean and Environment's strategic plan included launching a UD Climate Change Science and Policy Hub as a major initiative; and

WHEREAS, the work of the Mangone Center has been and continues to be closely connected to climate change science and policies around climate change; and

WHEREAS, the gift documents signed by Professor Mangone authorize the University to use the income from the Fund to an educational purpose which advances the aims of the University of Delaware and continues to honor the name of Gerard J. Mangone; and

WHEREAS, the College of Earth, Ocean and Environment proposes renaming the Mangone Center to the Gerard J. Mangone Climate Change and Policy Hub to better reflect the current work of the Mangone Center; and

WHEREAS, the Administration also supports the renaming; and

WHEREAS, the work of the Gerard J. Mangone Climate Change and Policy Hub will continue the work of the Mangone Center, along with work focused on climate change science and policies;

NOW, THEREFORE, BE IT RESOLVED, that the Committee on Academic Affairs recommends for approval to the Board of Trustees the renaming of the Gerard J. Mangone Center for Marine Policy to the Gerard J. Mangone Climate Change and Policy Hub.

2. **BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the November 4, 2020 meeting booklet of the Trustee Committee on Academic Affairs as contained in the meeting materials and reproduced at the conclusion of these minutes.

CALL TO ORDER:

Ms. Fontana called the meeting to order at approximately 1:32 p.m. and welcomed all in attendance.

PRESIDENT'S REMARKS:

Dr. Assanis opened his remarks and thanked the Committee as well as student and faculty guests for attending the meeting. The semester is over halfway through and there have been no interruptions in operations. He spoke to the more than 9,000 surveillance tests conducted so far and shared that 140 individuals were identified as positive. These figures indicate that it is possible to operate safely under the right health and safety protocols.

Looking forward to the spring, there will be a need to continue these practices as there are additional face-to-face instructional offerings and increased residency in on-campus housing. He noted there would be additional financial impacts if the campus is similarly de-densified for the spring as it has been this fall. Students overwhelmingly did not want to return to campus for the fall semester with the majority of classes delivered online, and this will continue to be an issue if the spring semester offers a similar level of online course instruction.

Dr. Assanis spoke to the budget mitigation measures taken to respond to the financial impact of the pandemic, including the reductions in force and those who accepted the voluntary retirement incentive. He expressed his gratitude to those individuals as well as those who remain and have increased workloads. He noted in total the workforce shrank approximately 3%, and the size is almost the same as 2016 when he arrived. He noted in some areas the workforce is actually smaller than when he arrived. These reductions were all part of the effort for non-academic areas to reduce their budgets at least 25% and in some areas as much as 35%.

Dr. Assanis noted his concern around the potential shortfall for the spring should conditions persist similar to this fall. Regardless, it will take several years for the University to return to full financial stability. The freshman class was 700 students smaller than initially planned, which equates to an annualized loss of \$12M. He also noted the additional financial aid provided to this class given the pandemic, estimated to be another \$12M.

Dr. Assanis next introduced Fatimah Conley, recently appointed the University's interim Chief Diversity Officer. He noted she is working with him along with other senior leaders to maximize the University's efforts to support diversity, equity and inclusion in today's environment. Ms. Conley introduced herself and noted her prior roles within the University and priorities moving forward, working with the senior leadership team as well as student and faculty leaders.

Ms. Fontana asked what was being done to ensure the University's on-campus housing achieved maximum capacity this spring, and Dr. Riera described the work taking place to engage with those who have housing contracts submitted. The University currently has more contracts than available beds for the spring semester, so the team is working to get as many students in the dormitories as possible. Ms. Fontana also asked about making testing mandatory and noted that some institutions are restricting access to services for students who do not comply with testing protocols. Dr. Assanis shared that he has reconvened his health and safety committee to explore these types of questions and how best to support health and safety operations on campus for the spring.

PROVOST'S REMARKS:

Dr. Morgan presented on the activities to date for the fall semester as well as what we are preparing for the spring semester and beyond. She noted that the winter will be challenging as seasonal illness will coincide with transmission of COVID-19 but expressed confidence that spring will improve as the weather changes. There is still work to be done to communicate the work the University has done to maintain health and safety for community members and make the case that it is safe to return to campus.

Dr. Morgan informed the Committee that faculty hiring is frozen and there are additional faculty retirements forthcoming. She noted the partnership with the faculty to support the University during these times, including many faculty choosing to defer their sabbaticals so they might continue to teach. The faculty hiring that took place over the past several years may be a critical factor in our success as we move through this crisis. These new faculty have brought additional success to the faculty community. She also noted that the Dean of the College of Agriculture and Natural Resources, Dr. Mark Rieger, recently accepted the position of Executive Vice President and Provost at Florida Gulf Coast University and will be leaving the University. He leaves the College in good shape with good department chairs and leadership dispersed across the College. She noted that the College has been asked to self-nominate and nominate colleagues to identify an interim Dean.

Ms. Fontana asked how many faculty retirements are planned for this year and next year, and Dr. Morgan shared that 43 faculty are planning to retire by the end of this calendar year, and over the next few years an additional 153 will retire for a total of 196 by the end of calendar year 2024. Mr. Cochran asked whether this number would grow, and Dr. Morgan confirmed that the number is expected to grow. She reminded the Committee that a faculty retirement incentive is in place and interested faculty have a deadline of June 30, 2021 to accept the retirement incentive.

Mr. Cochran asked for additional information on the upcoming winter session and how we plan to move toward additional face-to-face instruction for the spring. Dr. Morgan responded first to explain that all winter classes, with few exceptions, will be delivered online. Study abroad for the winter semester was also cancelled.

There is no evidence to suggest that the disease is being transmitted in classrooms. That said, many faculty are observing the increase in cases in Europe and expecting a similar trend here in the United States. Dr. Morgan noted the desire to respect faculty wishes to teach in the methodology that makes them most comfortable, and the University will accommodate those faculty and students who wish to teach and learn virtually this spring. That said, she has confidence that the work of the facilities staff and information technology staff have prepared the campus for face-to-face instruction with the ability to support hybrid course delivery as needed. Mr. Cochran noted his belief that the greater the opportunity to have face-to-face instruction in the spring, the higher the likelihood for students to return to on-campus housing.

Ms. Fontana next asked if there was an indication of how many faculty were willing to teach face-to-face in the spring. Dr. Morgan noted that she was not in a position to force any faculty to teach in-person and health and safety are still the paramount concern. She shared that while classes will not likely meet 50% face-to-face, the number of in-person instruction opportunities will be better than the fall semester. Ms. Fontana asked how many faculty had expressed willingness to teach in person, and Dr. Morgan noted that right now undergraduate courses were anticipated to be at approximately 15.6% face-to-face or hybrid, versus 9% currently, and graduate courses are expected to be 23% face-to-face or hybrid, versus 11.6% currently. Dr. Okagaki noted that class registration has not yet opened to students, so we cannot make a direct translation to these preliminary figures to how many students will have a face-to-face or hybrid course. Dr. Assanis noted that the University is working to turn every available large space on campus into a venue for instruction. This includes possibly renting heated tents to start the spring semester. He expressed his hope that the numbers of face-to-face and hybrid course offerings would continue to grow. Ms. Fontana shared her concern related to filling the on-campus housing with low levels of face-to-face instruction.

Dr. Assanis welcomed faculty in the meeting to share their perspectives, and Dr. Williams noted that his department had agreed to teach all classes, with few exceptions, face-to-face in the spring. That said, there are still fears around transmission of COVID. Those concerns vary across individuals and departments. Dr. Morgan noted that several disciplines have made a concerted effort to return to face-to-face instruction. Ms. Castellanos shared her experience teaching at Delaware Technical and Community College, highlighting both the challenges of teaching virtually and the experience that two of her students this semester contracted COVID-19. Ms. DeMatteis also indicated that as an adjunct instructor she felt comfortable teaching, provided classrooms maintained social distancing and students wore face masks. She asked if these protocols have been received positively by faculty, and Dr. Morgan responded that she felt the measures were well received, as well as the dedication to testing.

Mr. Morrison noted that registrations for the winter semester were at approximately 7,400, compared to 4,900 this time last year. Mr. Cochran asked when the Administration might know how many students registered to take

advantage of the offering of free credits over the winter. Mr. Morrison responded that this would be calculated after January 7, 2021, once registration is closed and finalized.

FACULTY SENATE REMARKS:

Dr. Williams opened his remarks to reiterate the comments shared by Ms. Castellanos regarding the work required to teach virtually and ensured the Committee that faculty were working hard to make sure the learning experience continues to be meaningful for students. He updated the Committee on two COVID-related items. First, the Senate is working to consider additional ways for undergraduates to meet their discovery learning experience requirement given the restrictions related to the pandemic, and second, the Senate is working to provide an extension for provisional academic programs so they are able to postpone the evaluation process prior to determining the future of the program.

Dr. Williams next spoke to some of the work this fall around supporting more interdisciplinary programs through the Graduate College as well as working with departments that are moving away from the GRE as an admissions requirement, as it has not been proven as a strong indicator of success in graduate study. Other metrics are being explored as stronger predictors of success. The Senate is also looking at issues of diversity, equity and inclusion and considering a change to the graduation requirements for undergraduates with respect to multicultural studies. This matter is still under consideration.

Dr. Assanis thanked Dr. Williams for his support on these efforts and his willingness to continue to serve on the Faculty Senate. He noted there may be opportunities to create a faster approval process for provisional certificates or other programs that may be timely and support revenue generation. He also expressed his hope that there would not be a need to look at program consolidation or sunseting for those programs with low demand or activity. Dr. Williams spoke to the delicate balance of achieving speed in approving programs while ensuring quality, but that said, the Senate is poised to work with departments with provisional offerings to support their timetable. He also acknowledged there may be opportunities for efficiencies between programs and colleges that are unrealized.

Ms. Norris commended Dr. Williams for his work in the Faculty Senate and asked about the experiential nature of courses that meet the multicultural requirement, and Dr. Williams noted the value of hands-on and experiential learning.

GRADUATE STUDENT GOVERNMENT REMARKS:

Ms. Bingaman opened her remarks to introduce herself as well as her colleague Mr. Bhosale. The Graduate Student Government (GSG) is establishing its working relationship with the new Dean of the Graduate College as well as working to support international students who might be impacted by recent federal legislation and working to maintain sustainability as a priority for the University. She also noted the GSG is focusing on issues of diversity and is

hosting a second town hall in January to discuss progress and next steps for the community.

STUDENT GOVERNMENT ASSOCIATION REMARKS:

Ms. Carbone introduced herself and noted the Student Government Association (SGA) is holding a town hall per semester, and the upcoming town hall will focus on the spring semester and managing through the pandemic. An item of attention for the SGA is increasing transparency with the Administration. The SGA has also been working with Dr. Williams to reimagine the diversity course requirements. Ms. Carbone noted her colleague Ms. Tatem is working with the University of Delaware Police Department to create a student advisory board to strengthen the student relationship with the Department.

Ms. Fontana asked Ms. Carbone to expand on the issue of transparency, and Ms. Carbone shared that some students felt they have not gotten ample time to express grievances, and if heard, there is a perception they are being brushed aside. The town halls are meant to be an opportunity to encourage face-to-face discussion with the Administration to ask questions and raise concerns.

ENSURING A ROBUST SPRING 2021 SEMESTER:

Dr. Okagaki reviewed the Administration's efforts to support student success through access, completion and social mobility. These efforts were true prior to the pandemic and remain. Dr. Okagaki noted the importance of increasing access to the University and shared that there are an estimated 1,300 students each year who graduate high school with strong academic credentials and leave the state for other institutions. The University's new dual-enrollment program allows for students to receive up to five general education courses for free and includes both high school and university students in the same class. Currently, there are approximately 150 high school students in the two courses being offered.

Dr. Okagaki next spoke to completion, and she highlighted the importance of not just bringing students to the University but also ensuring successful completion of their academic pursuits. This requires support systems such as advising and meeting students where they are. She next provided a high-level overview of course delivery for the fall semester. To engage with students, a short survey was administered via text message and approximately 46% of students completed the survey. The results allowed the team to respond to students with appropriate support services based on their answers.

Dr. Kinservik presented on efforts to support faculty during this difficult time, and he provided examples of how different faculty have been impacted differently during the pandemic. This includes faculty who may also be balancing childcare and household duties while working from home. In light of these challenges and unequal circumstances, work is being done to ensure that those who have been disproportionately impacted by the pandemic have the opportunity to receive a fair and contextual evaluation of their work over this period of time.

Dr. Vaughan next spoke to the work being done to support diversity and inclusion, focusing on community education and partnership building. He noted his close working relationship with Ms. Conley to achieve these goals and to ensure they fit into the broader efforts to support diversity, equity and inclusion. Through public engagement initiatives, there are greater efforts underway to create feeder programs as well as build relationships with the diverse communities on and around the campus. This includes partnering with outside organizations to help build additional pathways for diverse individuals to learn about and become members of the campus community. Dr. Vaughan also spoke to the Task Force on Historic Commemorations and Building Names, which is reviewing campus commemorations and building names with a cross-section of University and community members to identify any potential honorific items that perhaps do not align with the University's values.

Mr. Morrison presented to the Committee on the impact on undergraduate enrollment for the fall semester. He noted the largest driver was a perception from some families and students that online learning was not as valuable as in-person instruction, and as such chose to defer enrollment or pursue other options. With regard to enrollment for the upcoming academic year, applications are down approximately 7.4% overall, but early action applications are strong. Anecdotally, the team is hearing from high schools that it is difficult to support students' applications in a virtual format, as it has added a challenge for completing applications and receiving recommendation letters. While we are down from where we were last year, we are ahead of where we were two years ago.

The team has adapted its recruitment strategies giving the restrictions around on-campus tours and in-person college fairs. Mr. Morrison expressed his thanks to the Deans and the Student Affairs team for their work to rethink and create new online strategies, including virtual open houses. Positive responses have not always reflected true turnout, and he speculates that some students are experiencing virtual event fatigue, given most high schools are also operating in a virtual format. That said, small in-person tours have recently resumed on campus, and they have been popular.

Mr. Morrison also highlighted the higher education institutions the University is partnering with for virtual recruitment events, including both domestic and international recruitment events. Financial aid workshops with families are also being held virtually to support the application process. He also spoke to the importance of bringing back face-to-face instruction for those non-resident students who might enroll at the University, noting enrollment this fall was impacted more negatively in those groups than from resident students.

Ms. Norris shared an example of how her department has held virtual recruitment events which received a much higher turnout and reached a broader audience than past events which were held in-person. She noted it was a positive learning experience, and they intend to continue the practice into the future to reach more students. Mr. Morrison agreed that virtual events will help reach additional

students. Dr. Williams asked about students who accepted an offer for the fall but deferred and whether we might expect them to enroll this spring or next fall. Mr. Morrison noted that about 160 students deferred to spring and another 160 to the following fall. The team is conducting outreach to those students to check in and support their plans to enrollment at the University.

At this time, on a motion made and seconded, the Committee voted unanimously to approve the consent agenda as presented.

ADJOURNMENT:

With no additional business, the Committee adjourned its regular session meeting for an Executive Session at approximately 3:14 p.m.

APPROVED:

A handwritten signature in dark ink, appearing to read "Donna Fontana", written in a cursive style.

Donna Fontana
Chair

FACULTY PERSONNEL ACTIONS

New Faculty Appointments

Assistant Professors – Continuing Track:

Name	Academic Unit
Caroline Swift	Business Administration
Qingjiu Tao	Business Administration
Haritha Malladi	Civil & Environmental Engineering
Maxim Dolinsky	Finance
Lillyrose Veneziano Broccia	Languages, Literatures & Cultures
Diego Penta	Mathematical Sciences
Adebanjo Oriade	Physics & Astronomy
Christina Budde	School of Education
Eric Sisofo	School of Education
Caren Coffy-McCormick	School of Nursing
Emerald Christopher-Byrd	Women & Gender Studies

Associate Professors – Continuing Track:

Name	Academic Unit
Jennifer Korkosz	School of Nursing

Associate Professor – Tenured:

Name	Academic Unit
Kedron Thomas	Anthropology
Kenneth Cohen	History
Philip Gable	Psychological & Brain Sciences

Professor – Tenured:

Name	Academic Unit
Peter Benson	Anthropology
Martin Heintzelman	Applied Economics & Statistics
Jamie Phillips	Electrical & Computer Engineering
Jessica Sowa	Joseph R. Biden, Jr. School of Public Policy & Administration
Mark Gockenbach	Mathematical Sciences
Ivan Todorov	Mathematical Sciences
Eugene Koshinski	School of Music
Elizabeth Speakman	School of Nursing
Angela Hattery	Women & Gender Studies

Assistant Professor – Tenure Track:

Name	Academic Unit
Xiaoye Cheng	Accounting & MIS
Jiaheng Xie	Accounting & MIS
Christina Korting	Applied Economics & Statistics
Kathryn Benjamin Golden	Africana Studies
Molly Sutherland	Biological Sciences
Joshua Cashaback	Biomedical Engineering
Matthew McGranaghan	Business Administration
Zachary Nolan	Business Administration
Ming Zhao	Business Administration
Emil Hernandez-Pagan	Chemistry & Biochemistry
Shangjia Dong	Civil & Environmental Engineering
Morgan Ellithorpe	Communication
Xing Gao	Computer & Information Sciences
Mohammadmahdi Khaliligarekani	Computer & Information Sciences
Parag Mahajan	Economics

Swati Singh	Electrical & Computer Engineering
Kisha Porcher	English
Yendelela Cuffee	Epidemiology Program
Mahsa Kaviani	Finance
Yu Xu	Finance
Yao Hu	Geography & Spatial Sciences
Julie Klinger	Geography & Spatial Sciences
Sonia Robles	History
Heather Farmer	Human Development & Family Sciences
Anamarie Whitaker	Human Development & Family Sciences
Ibra Fancher	Kinesiology & Applied Physiology
Holly Myers	Languages, Literatures & Cultures
Rebecca Tollan	Linguistics & Cognitive Science
Alexei Kananenka	Physics & Astronomy
Qingwu Meng	Plant & Soil Sciences
Sophia Choukas-Bradley	Psychological & Brain Sciences
William Kenkel	Psychological & Brain Sciences
Teo Paoletti	School of Education

Florence Ran	School of Education
Kenneth Shores	School of Education
Miling Li	School of Marine Science & Policy
Christian Schwarz	School of Marine Science & Policy
Jennifer Bouek	Sociology & Criminal Justice

Named Professorships

Name	Title and Academic Unit
Arthi Jayaraman	Centennial Term Professor for Excellence in Research and Education, Chemical & Biomolecular Engineering

3. Faculty Emeriti

Name	Title	Academic Unit
Martha Carothers	Professor Emerita	Art & Design
Michael Klein	Unidel Dan Rich Chair Emeritus in Energy	Chemical & Biomolecular Engineering
John Bernstein	Professor Emeritus	History
J. Ritchie Garrison	Professor Emeritus	History
Katherine Grier	Professor Emerita	History
Susan Hall	Professor Emerita	Kinesiology & Applied Physiology
Monika Shafi	Elias Ahuja Professor Emerita of German	Languages, Literatures & Cultures
John Frett	Professor Emeritus	Plant & Soil Sciences
Robert Simons	Professor Emeritus	Psychological & Brain Sciences



**TRUSTEE COMMITTEE
ON
STUDENT LIFE AND ATHLETICS**

November 5, 2020

MINUTES

The Committee on Student Life and Athletics held a meeting on Thursday, November 5, 2020 via Zoom, which began at approximately 10:00am.

COMMITTEE MEMBERS PARTICIPATING:

David W. Spartin, Chair; Christopher W. Baker; Allison Burris Castellanos;
Michael Geltzeiler; Kathleen V. Hawkins; Nisha Lodhavia; John R. Cochran,
Chair of the Board; Dennis N. Assanis, President

COMMITTEE MEMBERS EXCUSED:

Michael K. Lynch; John W. Paradee

FACULTY REPRESENTATIVES:

Charles Boncelet; Matt Robinson

STUDENT REPRESENTATIVES:

John Cohill; Kasiyah Tatem; Savannah Sipe; Siena Ferrick

ADMINISTRATORS AND OTHERS PRESENT:

Jen Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; Kathleen Kerr, Associate Vice President for Student Life; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Danica Myers, Title IX Coordinator; Greg Oler, Vice President for Finance and Deputy Treasurer; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation Services; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President, Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of May 27, 2020.

CALL TO ORDER:

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

PRESIDENT'S REMARKS:

Dr. Assanis opened his remarks with an expression of gratitude to the entire community for their efforts to keep the campus safe and healthy for everyone. The fall semester is approximately over halfway complete, and the University has not had to close nor has it experienced any danger to the community. There are approximately 1,300 students living in on-campus residences this semester, as well as undergraduate and graduate students living in off-campus housing in the surrounding Newark area.

Dr. Assanis spoke to the ongoing testing protocols that have been in place and their effectiveness in monitoring and protecting the community. To date, there have been approximately 450 cases on campus, as compared to some peers who have experienced as high as 2,000-5,000 cases. The environment in classrooms has been very safe, and there have been no documented cases of transmission through classrooms. The majority of cases have been linked to off-campus residences. Dr. Assanis also noted that the ongoing surveillance tests have helped identify asymptomatic individuals; through over 9,000 tests approximately 140 asymptomatic individuals were identified.

For the spring semester, Dr. Assanis spoke to the desire to bring students back into classrooms, and as a result weekly testing will be ramped up and be a mandatory practice for those engaging in face-to-face instruction. Dr. Assanis also expressed his hope that more faculty would be willing to return to in-person instruction. Having said that, he acknowledged that the spring semester is still three months away and a lot could change over that period of time.

Dr. Assanis provided a high-level overview of the University's financial position, noting its similarity to presentations made to the Faculty Senate and through University-wide town halls. The current deficit for the fiscal year is estimated in the range of \$228-288M. To mitigate this position, the University has taken many steps, including senior leadership pay reductions, staff furloughs, hiring freezes, and cuts to travel, events and discretionary spending. As the fall semester required a de-densification of campus, the University also offered an early retirement incentive and conducted a reduction in force impacting 122 individuals. Dr. Assanis noted that through these staffing measures, the University now has fewer staff than when he arrived in 2016; those who remain are working harder, longer hours to sustain the University. Dr. Assanis noted that the combined impact of all these measures have identified reductions to match all but approximately \$20-30M to meet the approved budget for fiscal year 2021. This assumes a more robust spring semester, and if that does not come to pass, additional losses will need to be mitigated.

Dr. Assanis moved on to discuss the following academic year, noting that the impacts of this crisis will be felt beyond this one year. He provided context that

institutions across the country are dealing with deficits ranging from \$100M to as much as \$1B. That said, he expressed the position that the most stressful actions are behind us and encouraged the community to come together and support one another.

Dr. Assanis next spoke to the ongoing work necessary to respond to the country's and community's calls for social equity. In this environment, to support our commitment to diversity, equity and inclusion, he shared the news that an interim Chief Diversity Officer, Ms. Fatimah Conley, has been identified to work with him, the senior leadership team, as well as faculty, students and staff to bring efforts together in a more cohesive manner. Ms. Conley introduced herself to the Committee and noted she will be working closely with Dr. Riera, Ms. Rawak and students to support diversity, equity and inclusion at the University.

Mr. Cochran asked a question about faculty retirements and whether they were counted in the overall reductions in staff described. Dr. Morgan responded that while they are not counted in the numbers discussed, they were planned for in the University's budget. Ms. Minner affirmed that the planned retirements were in fact accounted for in the budget. Dr. Morgan shared that as time goes on, the faculty positions could be refilled or held open depending on the circumstances. There are also potential faculty retirements to be announced between now and June 2021.

Dr. Assanis also noted that budget reductions were designed to protect the academic core; these areas were asked to identify reductions of 15% where administrative sectors were asked to identify reductions starting at 25%. He also spoke to the possible ways to protect the academic sector, including external sources that might assist. Applications are also up compared to two years ago, with a concentration in early decision applications.

Dr. Robinson asked whether the cuts that have been made are being considered as a permanent change to how the University will operate or are temporary until the University can return to a more normal operation. Dr. Assanis noted the Administration is considering strategies moving forward and how the University might realize efficiencies through shared services, hybrid structures, and other practices to prepare the University for the future. There are also discussions around growing revenues to protect the business through utilizing facilities more effectively, providing additional offerings for degrees and certifications, and leveraging online course delivery to reach broader audiences. Dr. Robinson also took a moment to acknowledge Dr. Riera and Dr. Kerr for their support of the eSports team, which has continued to compete this fall.

DIVISION OF STUDENT LIFE UPDATE:

Dr. Riera began his presentation with a review of the fall semester. The team has focused on preparing for students return this fall as well as a more robust return in the spring. There has been close collaboration with the Office of Communications and Marketing and others in order to provide ongoing engagement and connection to those students who are not on campus this semester. Campus residences are at 20% capacity for the fall, and all residents are living in single occupancy rooms. Student center density is also monitored and only those who have completed the daily symptom check may enter. Activities have continued in a virtual format and they are expected to continue in that format into the early portion of the spring semester.

Dr. Riera noted the City of Newark ordinance limiting indoor gatherings to 12 people and shared that the University is working with the City and Newark Police to support students' awareness around this ordinance. The University's Police and City of Newark Police have been working together closely to support student conduct issues, and for the most part students have been compliant with the ordinance.

Dr. Riera reviewed the process for quarantine and isolation housing on campus and identified it as a real pride point for the University. Other institutions received negative press coverage for the quality of support given to students who were required to either quarantine or isolate. In contrast to those circumstances, there has been a campus-wide effort to support these students with all the resources needed to feel comfortable while in quarantine or isolation. This includes meal delivery for those in on-campus facilities, and daily check-ins to support physical as well as mental and spiritual health.

Dr. Riera next discussed the work of the student crisis fund, which has worked to support students with needs related to technology access and food security needs. Student engagement has also changed dramatically, where 44% of students reported they had not taken an online course prior to the pandemic.

Dr. Riera also shared recent investments in parent and family engagement. A member of the staff is primarily focused on this within the Division of Student Life, and this has paid dividends given the challenges we've faced and questions from those communities. Over the summer, the Blue Hen Family Club was launched to engage with parents and families.

The Division is also working to support career readiness for students and is continuing to work with the Class of 2020 more than it traditionally supports a graduated class, given the challenges this class is facing. There are also efforts to identify virtual internships for students over the winter session. As of mid-October, there were more than 2,000 employers with over 8,000 jobs or internships posted on the platform the University provides for students.

Looking ahead to the spring semester, Dr. Riera spoke to the impacts of opening up an additional 23 residence halls. Some of these residence halls will have 15-

20 students sharing a bathroom, which is not the case for students living on campus this semester. The team is also preparing to have capacity for quarantine and isolation spaces, including the possibility of quarantining or isolating a specific floor or residence hall if circumstances dictate. There is a desire from students to return to living on campus, and there are currently over 6,200 applications from students to return to on-campus housing for the spring semester. These applications include both students who are currently on campus as well as those who deferred their housing application to the spring semester.

Dr. Riera also identified the Division-wide salary reduction of 7.5% for all staff, and some individuals had reductions of time up to 100% for the remainder of the fiscal year.

Mr. Geltzeiler asked what the on-campus housing capacity was prior to COVID-19, and Dr. Riera responded that capacity is approximately 7,000. Mr. Geltzeiler asked if there was a risk of students leaving the University because they are unable to secure on-campus housing. Dr. Riera acknowledged the question as a fair one and spoke to the prioritization being given to first year and senior students, followed by students who have experiential academic requirements. While the campus likely won't be able to accommodate all students, this is a balance where we can get as many students on campus as possible. There will also be a percentage of students who will continue to prefer to live at home or off-campus elsewhere. Additionally, there are ongoing conversations with other local facilities to provide additional housing opportunities for students interested in returning to campus.

Dr. Lodhavia asked how students will maintain academic continuity if they test positive during the spring semester and are required to isolate, and Dr. Riera explained that faculty have been asked to support students through these circumstances and Dr. Morgan noted that this is not altogether different from occasions where students have had to miss class due to illness or other extenuating circumstances.

ATHLETICS AND RECREATION SERVICES UPDATE:

Ms. Rawak spoke to the guiding principles of the Division as well as the work required to manage expectations that will be driven by external entities, including state, local and University guidelines, the NCAA and CAA, and the CDC. Project working groups were established across functional areas to focus on financial management, talent management, student-athlete return, student-athlete success programming and student-athlete practice protocols. Ms. Rawak provided a visual to the Committee that outlined the return to practice phases across different activities and the different risk levels identified for each sport. All teams are currently practicing and getting ready for their respective seasons. Schedules for the spring, including those sports originally scheduled for the fall semester, are being finalized. Ms. Rawak noted that the team is now looking at how it might add back intermural activities and club sports. Some may be able to return safely while others may need to be adjusted to be accommodated.

Ms. Rawak reviewed the competition schedules as they're currently envisioned and spoke to the balance of home versus away competitions. It will be a very busy time on campus for student-athletes given the overlapping competition seasons, and she expressed her excitement and hope for competitions to take place.

Ms. Rawak also provided an update to the Committee on the construction progress of the Whitney Athletic Center and spoke to the benefits it will provide to the University and its student-athletes.

Moving forward, the focus is on the mental health of the team, evaluation and assessment of current practices and protocols, managing expectations through COVID, testing and sanitation, game day operations and communications. One ongoing question is whether there will be spectators at any competitions. With regard to testing, there are only seven student-athletes currently positive for COVID-19.

Ms. Rawak concluded her presentation with an overview of goals for the fiscal year, including making the Department a great place to work, achieving best in class operational excellence, creating a revenue growth mindset, and creating a clear path to a legacy of excellence and winning. She also shared some examples of student-athletes practicing in the current environment with personal protective equipment.

Mr. Geltzeiler asked about the impact to recruiting, especially for football, given the restrictions on travel. Ms. Rawak noted that the NCAA has provided guidance on this matter and effectively leveled the playing field across campuses—students are not allowed to come to campus for recruiting visits nor are coaches allowed to travel to homes. In light of this, coaches continue recruitment through virtual means, such as Zoom. The other dynamic is that the NCAA has allowed an added year of eligibility for students who may have otherwise missed their last season of play, so coaches are managing their available scholarship funds to support both new student-athletes as well as supporting those already on scholarship who may elect to stay for an additional year of eligibility. At this time, Ms. Rawak thanked everyone for the time and for allowing the Student-Athlete Advisory Committee to have a representative at the meeting. She next introduced Ms. Siena Ferrick to provide an update to the Committee.

STUDENT-ATHLETE ADVISORY COMMITTEE UPDATE:

Ms. Ferrick introduced herself to the Committee and provided an overview of the structure and business of the Student-Athlete Advisory Committee (SAAC). She introduced the membership of the SAAC Executive Board as well as its subcommittees. She also spoke to the activity of the group in community engagement efforts.

STUDENT GOVERNMENT ASSOCIATION UPDATE:

Mr. Cohill updated the Committee on three areas of focus: campus climate, keeping students connected in this time while most are not on campus, and

developing a Zoom policy to support student success in the current environment. He noted student town halls, being led by Ms. Tatum, to maintain connection with the student body. He also expressed his thanks to the Administration and Dr. Riera for providing students a voice in these conversations.

Ms. Tatum spoke to ongoing work with the University of Delaware Police Department (UDPD) and the creation of a student advisory council for the UDPD to strengthen communication between the students and UDPD.

GRADUATE STUDENT GOVERNMENT UPDATE:

Ms. Sipes introduced herself and spoke to the ongoing work of the Graduate Student Government (GSG), including trying to ensure as much normalcy as possible given the unique circumstances. The GSG is also working on promoting student well-being and responding to concerns around social justice and diversity, equity and inclusion. She also shared the desire to continue working on sustainability and noted that the sustainability coordinator at the University was let go and they had started a petition to reinstate that individual. She noted that it appears students may be supportive of a student fee for sustainability in order to continue to make progress in this area. She also shared that the GSG is working with the local community, including the University of Delaware and Newark Police departments and the Newark City Council.

ADJOURNMENT:

With no further business, the meeting was adjourned at approximately 11:55am.

APPROVED:

A handwritten signature in black ink, appearing to read 'D. Spartin', written over a horizontal line.

David W. Spartin
Chair



**TRUSTEE COMMITTEE
ON
FINANCE**

November 6, 2020

MINUTES

The Committee on Finance held a meeting on Friday, November 6, 2020 via Zoom, which began at approximately 10:00 a.m.

COMMITTEE MEMBERS PARTICIPATING:

Donald J. Puglisi, Chair; Carol Ammon; Jim Borel; Donna Fontana; Bill Lafferty; Terry Murphy; Ed Sannini; David W. Spartin; John Cochran; and President Dennis Assanis

FACULTY REPRESENTATIVES:

Jim Butkiewicz; Matt Robinson

STUDENT REPRESENTATIVES:

Lauren Mosesso; Caroline Klinger; Kasiyah Tatem

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Amy Connell, Controller; Jim Dicker, Vice President for Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Lisa Marra Kelly, Assistant Controller; Peter Krawchyk, Vice President, Facilities, Real Estate & Auxiliary Services and University Architect; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Greg Oler, Vice President for Finance; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation; Kimberly Reinagel-Nietubicz, Senior Policy Analyst; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Brent Schrader, Associate University Secretary; Keith Walter, Chief Investment Officer

APPROVED ON A MOTION MADE AND SECONDED:
Minutes of the Committee's meeting of June 3, 2020.

RESOLUTIONS FOR APPROVAL:

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

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

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

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

1. To establish checking accounts with international banks, such accounts to contain only sufficient funds to meet program needs and to designate individual employees single signature authority on such accounts where appropriate and with adequate controls.
2. To establish petty cash accounts in banks, such accounts to contain only sufficient funds to meet program needs and to designate individual officers or employees signature authority on such accounts where appropriate and with adequate controls.
3. To open escrow accounts, pledge collateral, procure letters of credit or other surety instruments.
4. To issue instructions, written or oral, for deposits, withdrawals, or transfer of funds or securities to or from University accounts by electronic means, including, but not limited to, wire transfers, EFT, and

lockboxes, or to designate to other individual officers and employees, with adequate controls, the power to take such actions whenever appropriate.

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

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

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

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

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

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

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.
2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.

3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:
 - a. By investing the University's monies, including the endowment, in hedge funds,
 - b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and
 - c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.
 - d. Such officers may delegate to other officers and employees the power to take the foregoing actions whenever appropriate.
4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.
5. Effective Date. This resolution shall be effective upon its adoption.

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

3. **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 2021, and that the University's need for the balance of

the Trust income for FY 2021 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.

CALL TO ORDER:

Dr. Puglisi called the meeting to order at approximately 10:00 a.m. and welcomed all in attendance. He also welcomed Donna Fontana as a new member of the Committee.

INVESTMENT VISITING COMMITTEE REPORT:

Mr. Walter reviewed the performance of the pooled investment portfolio (PIP) and noted that during the first nine months of calendar year 2020, the portfolio was up 4.1%. While there was a dramatic impact on the portfolio due to COVID-19 earlier in the year, the portfolio has fully recovered and is up on the year after taking \$70M in distributions to the University.

Mr. Walter next updated the Committee on available liquidity to pay bills. He ensured the Committee that such liquidity exists and that more than \$1B of the money in the PIP could be liquidated within one month if needed. He also noted there is approximately \$235M in operating funds invested in the PIP. In response to the pandemic, there may be a need to liquidate operating funds at a faster rate. Mr. Walter reviewed the base payout over the last several fiscal years and noted the effective payout rate from the PIP in fiscal year 2020 was 5.20%. For fiscal year 2021, it is expected that the effective payout rate will be somewhere between 5.2% and 10%. Mr. Walter noted that if all operating funds are liquidated, this will result in a long-term negative impact on University finances due to the opportunity cost of lost distributions and appreciation.

Mr. Walter reviewed the volatility of returns over time and explained the endowment's role in maintaining inflation-adjusted value over time. He shared that, while difficult to achieve, the University has been very consistent in balancing the needs of today's beneficiaries against the needs of tomorrow's beneficiaries despite the aforementioned volatility.

Ms. Ammon asked how Mr. Walter views the need to balance the loss in distributions over time against meeting current liquidity obligations, and Mr. Walter responded that the University would do what was necessary to meet liquidity obligations and noted there are multiple avenues for the University to consider to meet those obligations.

Dr. Butkiewicz asked for clarification around the annual draw of \$20M from the PIP, noting that this money would be exhausted in a somewhat short timeframe.

He also shared a comment that some economists are considering this circumstance one where survival should be paramount and budget issues created during the crisis could be resolved later. Mr. Oler added that the \$20M draw, up to \$80M, was approved prior to COVID-19 based on an earlier investment of funds into the PIP. Dr. Puglisi stated that there had been a significant build in liquidity prior to his joining the Board, and there has since been a pivot to invest in physical assets as well as faculty which resulted in a draw down on cash and liquid investments as well. Responding to Dr. Butkiewicz's final point, Dr. Puglisi accepted the statement that at a macro level, a focus on funding the economy has been suggested but shared he had not heard a similar argument made at the organizational level, as institutions cannot print money or assume limitless debt. He noted the University is doing its best to utilize prudence given the unknown length of this crisis and its financial impact.

FINANCIAL UPDATE:

Ms. Minner reviewed the final results for fiscal year 2020 and noted the final operating deficit before capital is \$17.2M versus a projected deficit of \$46.8M. This decrease is due to factors including sponsored activity that did not slow as abruptly as anticipated, higher than anticipated operating gift revenue, and lower equipment, maintenance and operating expenses than anticipated. She also noted the final nonoperating net change in fund balance from a projection of \$132M to \$142M. This increase is due to timing of spend on bond funding projects, slower than anticipated spend of state funds on Drake Laboratory renovations, offset by decreased spend on 1743 and insurance needs.

Ms. Remmler next spoke to the fiscal year 2021 fall enrollments and net tuition. She reviewed the changes in undergraduate and graduate enrollment from fall 2019 to current numbers for fall 2020 and shared the difference in net tuition revenue across categories. Based on fall calculations, if spring were to follow a similar pattern, the full year impact of the academic year is estimated at \$27M. She also spoke to the impact of a smaller than initially budgeted freshman class to the budget going out several years.

Mr. Sannini asked whether the reduction in returning sophomore students was due to students deferring enrollment or transferring to another institution, and Ms. Remmler noted that the retention of these students was still 90%, compared to historic levels of 91-92%, before inviting Mr. Morrison to say more about the students who did not return this fall. Mr. Morrison noted that there is not a complete understanding as to why sophomores elected to not return at a greater rate than normal while upperclassmen returned at a greater rate than normal. That said, his team continues to seek greater clarity on these trends.

Dr. Puglisi asked whether the Administration felt that English Language Institute (ELI) enrollment would return to prior levels when conditions improve, and

Mr. Morrison noted the impact to ELI enrollments even before the pandemic driven, in part, by regulations imposed by the current federal administration.

Dr. Butkeiwicz also asked if there had been a study of students who do not return to the University because they did not gain admittance into a specialized or competitive major and instead transferred to another institution where they could receive such a degree, and Mr. Morrison noted that reviewing transcript requests is strategy that the team can use to gain a greater understanding around why students choose not to persist at the University. Dr. Assanis added that there are also opportunities to be responsive to interests from the student body in order to offer greater access to those high-demand programs where possible. Dr. Puglisi added that there are opportunities to review program size and resource allocation across the University and recognized the challenges associated with such a review.

Dr. Robinson asked how the Administration was looking at projections for enrollments moving forward given demographic shifts, and Dr. Assanis agreed that demographics are changing and the change presents real opportunities. He noted international partnerships as one way to consider demographic shifts globally rather than focus solely on domestic changes.

Ms. Minner next reviewed an update to the financial scenarios for fiscal year 2021 and highlighted the changes in the estimates since the last presentation to the Committee in September. She reminded the Committee that the budget for the fiscal year was approved with a mitigated deficit of \$81.7M. Ms. Minner also reviewed the mitigation strategies that were implemented in order to meet the approved budget. Dr. Puglisi asked whether these materials would be available for public consumption on the University's website in some format, and Ms. Minner confirmed the material would be available. Next, Dr. Puglisi asked for confirmation that there is still \$44M to be identified for mitigation, and Ms. Minner confirmed his understanding. Dr. Puglisi then added that this was the gap under the moderate scenario and there is a chance the gap might be even larger. He also reiterated that mitigating this gap would not lead to a balanced budget, but rather meet the approved budget deficit of \$81.7M. Ms. Minner stated that the estimated operating budget deficit in excess of the approved budget is modeled in the range of \$44M and \$121M while noting the volatility of the environment.

Dr. Puglisi noted the opinion of some Committee members that there is a strong connection between the number of face-to-face courses being offered in the spring and residence hall density and asked for an update on the number of in-person classes being offered in the spring and how we would meet the need to bring students back to campus. Dr. Morgan spoke to the changed environment for students compared to the fall semester and a growing willingness to return to campus, regardless of the method of course delivery. She noted while it is difficult to predict how many students will return at this point, the Administration is currently surveying students to understand student willingness to return to

campus this spring. With regard to course delivery, Dr. Morgan reminded the Committee that almost all classes during the winter session would be held online. As for the spring semester, current numbers indicate approximately 15.6% of courses will be held in person. She noted the focus on maximizing the number of students with an in-person component to their spring semester rather than the percentage of courses being offered with an in-person component.

The Committee had a robust discussion around the balance of in-person, hybrid and online course offerings and the potential impacts on the University's finances through student recruitment and campus density in residence halls. The Committee strongly encouraged the Administration to maximize the amount of face-to-face learning opportunities for students and signaled its inability to accept another large financial deficit.

Dr. Butkeiwicz noted the varying positions of faculty with regard to in-person instruction, with some stating they would not return to in-person instruction until there was an effective vaccine, and those who are vulnerable are concerned about interacting with the student body given concerns around virus transmission. Dr. Morgan reiterated that faculty teaching online are working harder than ever to provide meaningful experiences, and there is an interest in returning to campus as soon as it is safe to do so. Dr. Puglisi asked the students in attendance to share their experiences with online learning. Ms. Tatem shared that students are looking for increased transparency around expectations for instruction methods. She also offered that many students are struggling in this environment and feel the workload being asked of students has increased relative to in-person instruction. Ms. Klinger supported these sentiments and added the difficulty for students managing balance while living and learning from home. She supported any efforts to return to a greater in-person experience in a safe manner. Dr. Puglisi reiterated the need to put health and safety first. Ms. Mosesso also shared her experience as a graduate student conducting work in the laboratory and shared that she and peers have felt safe in that environment.

Dr. Riordan thanked everyone for their perspectives and noted shared desire of all parties to return to a more normal operation as soon as conditions allow for a safe return. He stressed the need to communicate the positives that have taken place this fall, including low transmission in labs and classes, to encourage a safe return to campus.

Dr. Assanis added that health and safety would continue to be the priority and noted the University's conservative position beginning back to March. He also stressed that it is not possible to predict conditions for the start of the spring semester today, but we can work to increase testing, communicate with our communities what is working, and prepare to be flexible and agile to respond to changing conditions as necessary. He further recognized this time as difficult for the institution and community.

Ms. Minner returned to the presentation and provided an update on the steps taken to mitigate expenses. She shared that as of October 29, approximately 68% of the target had been identified through a combination of personnel and non-personnel reductions. Some areas that are seeing reduced activity are realizing increased reductions. She also stated that of the \$31M in personnel reductions, \$9.1M are considered permanent reductions whereas \$21.8M are considered temporary.

Dr. Assanis shared that the Administration continues to seek convergence with the unionized staff, including faculty, to identify additional reductions to close the current gap in mitigation efforts. The Administration continues to look for additional reductions from non-academic units but recognizes that there are limited avenues remaining after having already made reductions between 25-35%.

Ms. Minner next reviewed state budget planning for fiscal year 2022. The University has made an operating request of \$127.4M, which includes a \$2.25M increase for financial aid for Delawareans. The capital request is flat to last fiscal year at \$10M. She also shared that the State had requested the University prepare for a 5% reduction in operating funds, which would equate to \$6.3M. Ms. Minner reviewed the estimated impact of a 5% reduction for the University. Mr. Murphy asked about the timing for a decision on the State's appropriation for fiscal year 2022, and Ms. Minner noted the next hearing with the Office of Management and Budget is scheduled for the following week. It will not be known the final decision on the budget until the end of June 2021.

Dr. Puglisi next reviewed the gifts received by the University and noted that there are no funds reported with undue financial obligations for the period July 1, 2019 through June 30, 2020. He also noted the Edward C. Davis Trust, which is brought to the Committee for approval annually.

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 11:36 a.m. for an Executive Session.

APPROVED:

A handwritten signature in black ink, appearing to read 'Puglisi', with a stylized, flowing script.

Donald J. Puglisi
Chair



NOMINATING COMMITTEE

November 19, 2020

REPORT OF THE NOMINATING COMMITTEE

The Nominating Committee held a meeting on November 19, 2020, which began at approximately 8:00am via video conference call.

COMMITTEE MEMBERS PARTICIPATING:

Terry Murphy, Chair; Joan Coker; Terri Kelly; Bill Lafferty; Donald J. Puglisi; David Spartin; John Cochran

EXCUSED:

I.G. Burton III

ADMINISTRATORS AND OTHERS PRESENT:

Jennifer Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Vice President and University Secretary; Jim Dicker, Vice President, Development and Alumni Relations; Laure Ergin, Vice President and General Counsel; Caitlin Olsen, Director of Government Relations, Strategic Engagement; Rhett Ruggerio, Interim Director of Government Relations; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

The report of the Committee's meeting on June 9, 2020.

ELECTION OF NEW MEMBERS:

On a motion made and seconded, the Committee recommended for approval the appointment of Beth Cooper, of Kent County, to a six-year term of service as a Trustee of the University of Delaware.

REAPPOINTMENT OF ELECTED MEMBERS:

On a motion made and seconded, the Committee recommended for approval the reappointment the following Trustees each to a six-year term, to begin at the conclusion of their current term:

Jim Borel
Allison Burris Castellanos

ENDORSEMENT OF GUBERNATORIALLY APPOINTED TRUSTEES:

On a motion made and seconded, the Committee expressed its endorsement of the following gubernatorially appointed trustees, each eligible for reappointment during the upcoming legislative session:

Terri Kelly
Chai Gadde
William DiMondi
Claudia Peña Poretti

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 8:36am.

SUBMITTED RESPECTFULLY:



Beth G. Brand
Vice President & University Secretary



EXECUTIVE COMMITTEE

November 19, 2020

MINUTES

The Executive Committee held a meeting on Thursday, November 19, 2020 via Zoom, which began at approximately 10:00 a.m.

COMMITTEE MEMBERS PARTICIPATING:

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

GUEST OF THE COMMITTEE

I.G. Burton III

FACULTY REPRESENTATIVES:

Charles Boncelet and Amy Hagstrom

STUDENT REPRESENTATIVES:

Mia Carbone; John Cohill; Blake Abraham

ADMINISTRATORS AND OTHERS PRESENT:

Jared Aupperle, Interim Vice President for Human Resources; Beth Brand, Vice President and University Secretary; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; Tim Dowling, Director, Student Health Services; Laure Ergin, Vice President and General Counsel; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Rodney Morrison, Vice President for Enrollment Management; Greg Oler, Vice President for Finance; Chrissi Rawak, Director of Intercollegiate Athletics and Recreation; Mary Remmler, Vice President for Strategic Planning and Analysis; José-Luis Riera, Vice President for Student Life; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Rhett Ruggerio, Interim Director, Government Relations; Brent Schrader, Associate University Secretary; Keith Walter, Chief Investment Officer

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of June 9, 2020.

RESOLUTIONS FOR APPROVAL:

The following resolutions were approved on motions made and seconded:

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

(details as contained in the listing provided in the Fall 2020 Committee on Public Affairs and Advancement materials and detailed in Appendix A of these meeting materials)

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

2. **WHEREAS**, the Board Chair and Chair of the Committee on Public Affairs and Advancement recommend the creation of an ad hoc committee to review the relationship and climate with elected officials and communities within the State of Delaware; and

WHEREAS, an ad hoc committee was established in 2008 to consider the presence and visibility that the University had in southern Delaware and opportunities to increase visibility and presence in Kent and Sussex counties; and

WHEREAS, that ad hoc committee is still in existence; and

WHEREAS, the Committee on Public Affairs and Advancement supports this recommendation;

NOW, THEREFORE, BE IT RESOLVED the Executive Committee charges the Southern Delaware Ad Hoc Committee to oversee the review of state and community relations, with an emphasis on affairs in Kent and Sussex County, and recommend strategies to strengthen the University's relationship with the aforementioned communities. The Ad Hoc Committee shall regularly report to the Trustee Committee on Public Affairs and Advancement for a period of two years, at which time the Committee's continued service shall be evaluated by the Committee on Public Affairs and Advancement for recommendation to the Executive Committee.

3. **RESOLVED**, that the following individuals are approved to receive UD Honorary Degrees: **John Anderson, Patricia DeLeon, Ty Jones, A. Gilchrist Sparks III.**
4. **RESOLVED**, that 11 individuals have been approved to receive the University of Delaware Medal of Distinction in recognition of service to the

University, State and region.

5. **WHEREAS**, the University of Delaware's Gerard J. Mangone Center for Marine Policy (the "Mangone Center") was established by a gift from Professor Gerard J. Mangone and has been dedicated to study the legal, political and economic issues involving the ocean, seabed and coastal zone since its founding in 2003; and

WHEREAS, the Mangone Center has made significant contributions to the promotion of integrated ocean policies around the world, and, in particular, the advancement of the global oceans agenda championed by the United Nations; and

WHEREAS, the Marine Policy program within the School of Marine Science and Policy has hired new faculty with research emphases that include marine resource economics with a strong climate and energy transitions foci; and

WHEREAS, the College of Earth, Ocean and Environment's strategic plan included launching a UD Climate Change Science and Policy Hub as a major initiative; and

WHEREAS, the work of the Mangone Center has been and continues to be closely connected to climate change science and policies around climate change; and

WHEREAS, the gift documents signed by Professor Mangone authorize the University to use the income from the Fund to an educational purpose which advances the aims of the University of Delaware and continues to honor the name of Gerard J. Mangone; and

WHEREAS, the College of Earth, Ocean and Environment proposes renaming the Mangone Center to the Gerard J. Mangone Climate Change and Policy Hub to better reflect the current work of the Mangone Center; and

WHEREAS, the Administration also supports the renaming; and

WHEREAS, the work of the Gerard J. Mangone Climate Change and Policy Hub will continue the work of the Mangone Center, along with work focused on climate change science and policies; and

WHEREAS, the Committee on Academic Affairs supports the renaming;

NOW, THEREFORE, BE IT RESOLVED, that the Executive Committee recommends for approval to the Board of Trustees the renaming of the Gerard J. Mangone Center for Marine Policy to the Gerard J. Mangone Climate Change and Policy Hub.

6. **BE IT RESOLVED**, to recognize the personnel actions (new continuing track appointments, tenurable appointments, appointments to named professorships) presented in the November 4, 2020 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Appendix B**.
7. **RESOLVED**, by the Executive Committee of the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Associate Vice President, Business Operations, 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.

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

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

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

9. **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 2021, and that the University's need for the balance of the Trust income for FY 2021 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.

CALL TO ORDER:

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

PRESIDENT'S REMARKS:

Dr. Assanis updated the Committee on the conditions of the fall semester as well as the current and planned testing capabilities for surveillance of COVID-19 within the campus community. The efforts have been successful and provide accurate results within a timeframe of several hours, versus one to two days for other providers. He also noted the cost of running these tests and expressed hope that there may be opportunities for partial cost recovery through State programs.

Dr. Assanis next reviewed the cost mitigation measures taken for fiscal year 2021 and shared that this presentation has been provided to several audiences, including Trustees, faculty, students and the local community. While the estimated operating deficit is expected to be between \$228-288M, the steps

taken have identified approximately \$208M in savings. These austerity measures have been difficult and impacted morale, but he expressed his hope that these measures were the most difficult part of the process. Dr. Assanis noted he requested funds from the Governor to offset costs associated with COVID-19, and these funds will help close the gap between the approved budget and estimated operating deficit. The Administration also continues discussions with unionized groups on campus to identify concessions that will support the University.

Dr. Assanis reviewed plans for spring, noting a goal of increased campus density as well as an increase in face-to-face academic experiences that are consistent with health and safety guidelines. He also recognized the challenge with making predictions for the spring semester given current surges in COVID-19 cases across the world. Next, he asked Dr. Morgan to speak to the plans for instruction for the spring semester.

Dr. Morgan presented on the number of sections being provided either in a face-to-face or hybrid format for the spring semester. She noted that approximately 640 sections of undergraduate courses would be offered either face-to-face or hybrid, versus 369 for the fall, and that for graduate courses, approximately 269 would be offered in a face-to-face or hybrid format, versus 114 for the fall. Courses that have been registered as a face-to-face or hybrid format will maintain that format for the spring semester unless State or Federal officials issue regulations that do not allow the courses to continue in that format.

Mr. Spartin asked if Dr. Morgan might provide an update of what percentage of courses will be offered face-to-face in the spring, and Dr. Morgan noted that all face-to-face or hybrid classes are being counted in the percentage shared. The percentage of undergraduate courses and graduate courses being taught face-to-face or hybrid are 15.8% and 22.5%, respectively. Mr. Spartin expressed his disappointment that the undergraduate course offering percentage had not changed since last reported to the Trustees and thought the Administration was taking every effort to increase that number. Dr. Assanis added there is not a direct connection to face-to-face course instruction and residential housing. He shared that the University, as well as our peers, are calibrating continuously based on current conditions, and we are not unique in our level of in-person instruction. Mr. Spartin also asked if it was known how University faculty members might be prioritized to receive a COVID-19 vaccine, and Dr. Assanis responded that this information is not yet known. Chair Cochran encouraged the Administration to work with the Governor to advocate that educators over 55 be eligible for the vaccine as soon as possible.

Dr. Morgan explained the process for course design and emphasized the faculty's role in choosing the course format. Faculty want to return to classroom instruction, and the Administration is accommodating all those who express willingness to do so. That said, the increase in cases across the world is

concerning to many faculty, and Dr. Morgan expressed her belief that providing this flexibility in a time when so much is outside of our individual control is important. She also noted she has heard from a good number of both students and faculty who have said they are not willing to return to campus instruction this spring.

Dr. Puglisi added his concern for the current level of in-person instruction and noted the potential impact to both the spring semester and next fall. Dr. Morgan offered her optimism for the fall semester and pointed to vaccine availability as one component that should allow for a more normal return to campus activity. At this time, the Administration is planning for business as usual for fall semester.

Mr. Spartin restated the current gap between the approved budget and estimated deficit, ranging between \$20-80M, and asked whether there are additional measures designed to address this gap should additional funds not be realized through State and Federal assistance and discussions with unionized groups on campus. Dr. Assanis noted that he did not consider additional personnel measures prudent and shared there may be a need to take additional steps but did not yet want to make this determination. Chair Cochran noted that if enrollment for next fall's class is consistent with this fall, there is a significant financial impact.

Dr. Hagstrom shared her experience teaching during this semester and noted that nearly all of the nursing curriculum is being offered in-person. She shared that nearly half of her cohort of clinical students had tested positive for COVID-19 over the first half of the week and offered her position that a vaccine is going to be critical for returning to majority in-person instruction. Chair Cochran thanked Dr. Hagstrom for sharing her experience and reiterated that the Board considers health and safety protocols first and foremost for faculty and students.

Dr. Riera next informed the Committee that residence hall capacity is currently at 20% occupancy and the objective is to move toward 60% occupancy for the spring. This translates to opening our dormitories with single occupancy for all rooms for a possible yield of 4,000 students. Priority is being given to first-year students who are looking for the campus experience as well as other specific groups of students. As of this meeting, over 3,600 have expressed interest through a survey in living on campus in the spring and those students have another day to respond to the survey. Students who have expressed interest in a room will have a period of time to commit to their space for the spring, and any remaining capacity will be offered to additional students in the middle of December.

Mr. Morrison updated the Committee on the work of the enrollment management team, including virtual open houses for prospective students and commended faculty and staff for playing an active role in these events. All events are being provided on-demand, so if a student misses the live broadcast they might still

engage in the presentation. The team is also providing opportunities to meet one-on-one with an admissions counselor or Blue Hen Ambassador virtually, or to hear a student panel discussion. These offerings and efforts placed on optimizing online presence have allowed for the team to reach prospective students that might otherwise not have been reached through traditional processes.

Mr. Morrison next shared national data on application growth during this year, and he highlighted that applications are down across all institutions and underrepresented, low-income and first-generation students are reporting a larger drop in applications relative to other cohorts. Mr. Morrison next spoke to the efforts made to remove barriers to completing an application to support students. This includes the Faculty Senate's approval of allowing for test-optional admissions for both resident and non-resident applicants.

Mr. Morrison reviewed current application trend data for this year and noted while the number of applications received is slightly down compared to last year, the team is also hearing from high school guidance counselors that they are challenged in supporting their students remotely and as a result are behind in supporting application submissions. That said, early action applications are up 18.4% from the prior year, and overall, the data are encouraging, given the national landscape. Mr. Morrison also spoke to the number of deferrals that were made last fall and the team is engaging with these applicants to support their matriculation. Mr. Morrison closed his presentation with a review of several exemplary students who have chosen to study at the University of Delaware next fall.

Dr. Assanis provided a summary of the challenges the University is facing and shared his optimism for the future. He noted strategic investments in faculty over the last few years as well as investments in programs and facilities to support teaching, learning and research.

Ms. Kelly agreed that the investments of the last several years will help support the University through these challenging times and asked if Dr. Assanis had concerns around the cuts that have been made to endure through this period of time, and whether there are areas we need to be more aggressive in supporting as to not be too far behind when conditions improve. Dr. Assanis noted there are concerns for both the academic areas and the academic support areas, but still expressed his optimism for the future.

Chair Cochran thanked Dr. Assanis and the team for their updates and noted the challenges the Administration has faced over the last several months.

FACULTY SENATE REMARKS:

Dr. Boncelet opened his remarks with well wishes for the upcoming months and provided a high-level update of the work of the Faculty Senate during the fall semester. The Senate is reviewing and approving the new sexual misconduct

policy that was revised to meet new Federal regulations, and the AAUP collective bargaining agreement states that this policy requires approval of the Faculty Senate. The Senate also approved a resolution clarifying the faculty's choice whether to teach in-person or remote. Dr. Boncelet shared that he appreciates both the concerns of those wishing to return to more face-to-face instruction as well as those who worry about their health and safety in doing so. Dr. Boncelet also spoke to the impact working remotely has had on the Faculty Senate's productivity. The Senate also continues to work with the Student Government Association regularly. Lastly, Dr. Boncelet recognized that the Senate's long-time administrator is retiring, and as such the Senate is working to re-staff that position.

Chair Cochran thanked Dr. Boncelet for his remarks and for the cooperation of faculty and the Faculty Senate with the Administration over this difficult period of time.

GRADUATE STUDENT GOVERNMENT REMARKS:

Mr. Abraham introduced himself and expressed his appreciation for the work the Committee is doing to support students. The Graduate Student Government (GSG) has prioritized two goals for this academic year: providing support to fellow students navigating this period of time and advocating for student well-being as we focus on a return to more normal campus operations. The GSG hosted several online social events as well as a few, approved socially distanced in-person events. The GSG has also expressed its concern around decisions to increase student fees while not increasing the minimum graduate stipend. The GSG has also focused attention on issues of diversity, equity and inclusion and engaged with Administration on this matter.

STUDENT GOVERNMENT ASSOCIATION REMARKS:

Ms. Carbone spoke to the initiatives of the Student Government Association (SGA) including the creation of a town hall to be held once a semester to increase transparency and communications with the Administration. She also noted ongoing discussions with the Faculty Senate to review and possibly revise the multicultural course requirement for graduation, the work of the antiracism group on campus, and the collaboration with the University of Delaware Police Department to create a student advisory council.

Mr. Cohill spoke to a review of mental health policies on campus as well as considering recommendations for recuperation days during the spring semester, considering spring break has been eliminated from the calendar. He noted the ongoing need to ensure the GSG is representative of as much of the campus population as possible. He also shared that students are concerned about their health and safety returning to campus this spring along with the balance of expectations of a more active spring semester might need to be balanced with realities driven by the pandemic.

REPORTS AND RECOMMENDATIONS OF THE STANDING COMMITTEES:

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

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Ms. Kelly reported on the Committee's meeting of November 2, 2020. Highlights included:

- An introduction of Fatimah Conley, appointed Interim Chief Diversity Officer;
- The recreation of the Southern Delaware Ad Hoc Committee;
- Updates on state and local government relations, noting the upcoming elections;
- And a recognition of donors.

Ms. Kelly noted two resolutions approved by the Committee and recommended to the Executive Committee for approval.

TRUSTEE COMMITTEE ON HONORARY DEGREES & AWARDS:

Mr. Cochran reported on the Committee's meeting of November 2, 2020.

Highlights included:

- A discussion of strategies for future Convocation and Commencement ceremonies;
- Approval of four recipients of the University of Delaware honorary degree;
- Approval of eleven individuals to receive the University of Delaware Medal of Distinction; and
- A review of future candidates for the University Medal of Distinction and Honorary Degree. Ms. Debbie Hess Norris, Committee Chair, is leading the development of a list of candidates.

Mr. Cochran noted two resolutions approved by the Committee and recommended to the Executive Committee for approval.

TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of November 4, 2020. Highlights included:

- A review of the Administration's strategy to adjust deferred maintenance and capital spending given current conditions;
- A review of ongoing projects near completion; and
- The Administration's strategy to prepare for the spring semester to continue to prioritize health and safety of the campus community.

TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of November 4, 2020.

Highlights included:

- A review of enrollment management data and strategies;
- Presentations regarding student and faculty success and diversity, equity and inclusion;

- A review of the early career access program for Delaware high school students; and
- Several academic resolutions for the Committee's approval.

Ms. Fontana noted two resolutions approved by the Committee and are recommended to the Executive Committee for approval.

TRUSTEE COMMITTEE ON STUDENT LIFE & ATHLETICS:

Mr. Spartin reported on the Committee's meeting of November 5, 2020.

Highlights included:

- An extensive discussion of plans for the spring semester and a review of the fall semester;
- A presentation on plans to hold both fall and spring athletics over the course of the spring semester; and
- Updates from the leaders of the Graduate Student Government and Student Government Association.

TRUSTEE COMMITTEE ON FINANCE:

Dr. Puglisi reported on the Committee's meeting of June 3, 2020. Highlights included:

- Several banking resolutions that are required whenever there is a change in the Officers of the University;
- A presentation reviewing the University's pooled investment portfolio and support for the University;
- A review of fiscal year 2020 and projections for fiscal year 2021, including mitigation strategies; and
- An update on State budget planning for fiscal year 2022.

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

ADJOURNMENT:

With no additional business, the regular meeting was adjourned at approximately 11:41 a.m. for an Executive Session.

SUBMITTED RESPECTFULLY:



Beth G. Brand
Vice President & University Secretary

APPENDIX A

RESOLUTIONS January 1, 2020 – June 30, 2020			
Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
The Whiting-Turner Contracting Co. (CP)	\$ 3,000,000.00	Engineering; University Wide	Construction Engineering and Management Program; Ammon Pinizzotto Biopharmaceutical Innovation Center
Anonymous Alum (AA)	\$ 1,500,000.00	Agriculture and Natural Resources	Named Professor of Pre-Veterinary Medicine and Animal Biosciences
H. Fletcher Brown Trust (TC)	\$ 1,193,254.14	University Wide	H. Fletcher Brown Trust
Mr. Dennis Stillwell (FR) and Mrs. Linda Stillwell (FR)	\$ 750,000.00	Morris Library	University Library for the Special Collections Department
Raymond A. Jacobsen, Jr., Esq. ('71/AS) and Marilyn Perry Jacobsen, Esq. ('72/AS)	\$ 500,000.00	Arts and Sciences; Engineering; University Wide	Mentor Program in the College of Arts and Sciences; Construction Engineering and Management Gift Fund; Blue Hen Strong Fund; Restricted Support for Presidential Priorities
Ms. Susan P. Stroman ('76/AS)	\$ 500,000.00	Arts and Sciences	Susan P. Stroman Visiting Playwright Series Fund
Cloudreach, Inc. (CP)	\$ 499,999.80	Engineering	Research Support for Professor Stephan Bohacek's Project: "New Directions in AIOps"
Kinetic Research Corporation (CP) [Mr. Kent Herrick (FR)]	\$ 493,001.00	Engineering	Center for Composite Materials

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
La Fondation Sackler - The Sackler Foundation (FF)	\$ 200,000.00	Arts and Sciences	Dr. Mary Dozier's Research in the Department of Psychological & Brain Sciences
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 200,000.00	Arts and Sciences; University Wide	Choral Enrichment Fund; Resident Ensemble Players; Blue Hen Strong Fund
Dominic M. Di Toro, Ph.D. (FS) and Mrs. Marilyn F. Di Toro (FR)	\$ 160,000.32	Engineering	Dominic Di Toro Graduate Student Support Fund
The Henry Francis du Pont Winterthur Museum (OO)	\$ 157,434.25	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Mr. Rahul Shah (FR) and Mrs. Sonia Shah (FR)	\$ 140,000.00	Morris Library	University Museums
Anonymous Alum (AA) [Anonymous Organization (OO)]	\$ 134,250.00	Agriculture and Natural Resources	Faculty Support Fund
Delaware Curative Workshop, Inc. (CP)	\$ 130,000.00	Health Sciences	Innovation Health Design Laboratory; Mae D. Hightower-Vandamm Memorial Graduate Tuition Scholarship
Marybeth Auletto, Ph.D. ('87/AS) and Mr. John P. Auletto ('87/AS)	\$ 120,000.00	University Wide	Auletto Scholarship Fund
Mr. David T. Buzzelli ('66/EG)	\$ 100,000.00	Engineering	David T. Buzzelli Graduate Research Fellowship
Christiana Rotary Club Foundation (OO)	\$ 100,000.00	University Wide	Christiana Rotary Club Scholarship in Memory of George A. Thompson

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Ms. Susan Gell Hugel ('73/AS) and David H. Hugel, Esq. (FR)	\$ 100,000.00	Arts and Sciences	Susan Hugel Summer Internship Fund
Mr. Dennis Mehiel (FR) and Mrs. Karen L. Mehiel (FR)	\$ 100,000.00	Biden School of Public Policy	Biden Institute
G.B. Sears Family Trust (OO) [Mrs. Janice L. Sears ('82/BE) and Mr. Geoffrey B. Sears (FR)]	\$ 100,000.00	University Wide	Biden Hall
Toyota Motor North America (CP)	\$ 100,000.00	Health Sciences	GoBabyGo!
Mr. Parker E. Tupin ('76/BE)	\$ 100,000.00	Health Sciences	Tupin Family Fund for Physical Therapy
Mr. John M. Witheford ('51/EG)	\$ 100,000.00	Engineering	John M. Witheford Faculty Recruitment Fund
NOW, THEREFORE BE IT RESOLVED, that the Executive Committee hereby expresses its sincere gratitude for the generosity of these donors.			

APPENDIX B

FACULTY PERSONNEL ACTIONS

1. New Faculty Appointments

Assistant Professors – Continuing Track:

Name	Academic Unit
Caroline Swift	Business Administration
Qingjiu Tao	Business Administration
Haritha Malladi	Civil & Environmental Engineering
Maxim Dolinsky	Finance
Lillyrose Veneziano Broccia	Languages, Literatures & Cultures
Diego Penta	Mathematical Sciences
Adebanjo Oriade	Physics & Astronomy
Christina Budde	School of Education
Eric Sisofo	School of Education
Caren Coffy-McCormick	School of Nursing
Emerald Christopher-Byrd	Women & Gender Studies

Associate Professors – Continuing Track:

Name	Academic Unit
Jennifer Korkosz	School of Nursing

Associate Professor – Tenured:

Name	Academic Unit
Kedron Thomas	Anthropology
Kenneth Cohen	History
Philip Gable	Psychological & Brain Sciences

Professor – Tenured:

Name	Academic Unit
Peter Benson	Anthropology
Martin Heintzelman	Applied Economics & Statistics
Jamie Phillips	Electrical & Computer Engineering
Jessica Sowa	Joseph R. Biden, Jr. School of Public Policy & Administration
Mark Gockenbach	Mathematical Sciences
Ivan Todorov	Mathematical Sciences
Eugene Koshinski	School of Music
Elizabeth Speakman	School of Nursing
Angela Hattery	Women & Gender Studies

Assistant Professor – Tenure Track:

Name	Academic Unit
Xiaoye Cheng	Accounting & MIS
Jiaheng Xie	Accounting & MIS
Christina Korting	Applied Economics & Statistics
Kathryn Benjamin Golden	Africana Studies
Molly Sutherland	Biological Sciences
Joshua Cashaback	Biomedical Engineering
Matthew McGranaghan	Business Administration
Zachary Nolan	Business Administration
Ming Zhao	Business Administration
Emil Hernandez-Pagan	Chemistry & Biochemistry
Shangjia Dong	Civil & Environmental Engineering
Morgan Ellithorpe	Communication
Xing Gao	Computer & Information Sciences
Mohammadmahdi Khaliligarekani	Computer & Information Sciences

Parag Mahajan	Economics
Swati Singh	Electrical & Computer Engineering
Kisha Porcher	English
Yendelela Cuffee	Epidemiology Program
Mahsa Kaviani	Finance
Yu Xu	Finance
Yao Hu	Geography & Spatial Sciences
Julie Klinger	Geography & Spatial Sciences
Sonia Robles	History
Heather Farmer	Human Development & Family Sciences
Anamarie Whitaker	Human Development & Family Sciences
Ibra Fancher	Kinesiology & Applied Physiology
Holly Myers	Languages, Literatures & Cultures
Rebecca Tollan	Linguistics & Cognitive Science
Alexei Kananenka	Physics & Astronomy
Qingwu Meng	Plant & Soil Sciences
Sophia Choukas-Bradley	Psychological & Brain Sciences

William Kenkel	Psychological & Brain Sciences
Teo Paoletti	School of Education
Florence Ran	School of Education
Kenneth Shores	School of Education
Miling Li	School of Marine Science & Policy
Christian Schwarz	School of Marine Science & Policy
Jennifer Bouek	Sociology & Criminal Justice

2. Named Professorships

Name	Title and Academic Unit
Arthi Jayaraman	Centennial Term Professor for Excellence in Research and Education, Chemical & Biomolecular Engineering

3. Faculty Emeriti

Name	Title	Academic Unit
Martha Carothers	Professor Emerita	Art & Design
Michael Klein	Unidel Dan Rich Chair Emeritus in Energy	Chemical & Biomolecular Engineering
John Bernstein	Professor Emeritus	History
J. Ritchie Garrison	Professor Emeritus	History
Katherine Grier	Professor Emerita	History
Susan Hall	Professor Emerita	Kinesiology & Applied Physiology
Monika Shafi	Elias Ahuja Professor Emerita of German	Languages, Literatures & Cultures

John Frett	Professor Emeritus	Plant & Soil Sciences
Robert Simons	Professor Emeritus	Psychological & Brain Sciences

VIII. CONSENT AGENDA OF RESOLUTIONS FOR APPROVAL BY THE BOARD OF TRUSTEES

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

(details as contained in the listing provided in the Fall 2020 Committee on Public Affairs and Advancement materials and detailed in Appendix B of these meeting materials)

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

- B. **WHEREAS**, the Board Chair and Chair of the Committee on Public Affairs and Advancement recommend the creation of an ad hoc committee to review the relationship and climate with elected officials and communities within the State of Delaware; and

WHEREAS, an ad hoc committee was established in 2008 to consider the presence and visibility that the University had in southern Delaware and opportunities to increase visibility and presence in Kent and Sussex counties; and

WHEREAS, that ad hoc committee is still in existence; and

WHEREAS, the Committee on Public Affairs and Advancement supports this recommendation;

NOW, THEREFORE, BE IT RESOLVED the Board of Trustees charges the Southern Delaware Ad Hoc Committee to oversee the review of state and community relations, with an emphasis on affairs in Kent and Sussex County, and recommend strategies to strengthen the University's relationship with the aforementioned communities. The Ad Hoc Committee shall regularly report to the Trustee Committee on Public Affairs and Advancement for a period of two years, at which time the Committee's continued service shall be evaluated by the Committee on Public Affairs and Advancement for recommendation to the Executive Committee.

- C. **RESOLVED**, that the following individuals are approved to receive UD Honorary Degrees: **John Anderson, Patricia DeLeon, Ty Jones, A. Gilchrist Sparks III.**
- D. **RESOLVED**, that 11 individuals have been approved to receive the University of Delaware Medal of Distinction in recognition of service to the University, State and region.
- E. **WHEREAS**, the University of Delaware's Gerard J. Mangone Center for Marine Policy (the "Mangone Center") was established by a gift from Professor Gerard J. Mangone and has been dedicated to study the legal, political and economic issues involving the ocean, seabed and coastal

zone since its founding in 2003; and

WHEREAS, the Mangone Center has made significant contributions to the promotion of integrated ocean policies around the world, and, in particular, the advancement of the global oceans agenda championed by the United Nations; and

WHEREAS, the Marine Policy program within the School of Marine Science and Policy has hired new faculty with research emphases that include marine resource economics with a strong climate and energy transitions foci; and

WHEREAS, the College of Earth, Ocean and Environment's strategic plan included launching a UD Climate Change Science and Policy Hub as a major initiative; and

WHEREAS, the work of the Mangone Center has been and continues to be closely connected to climate change science and policies around climate change; and

WHEREAS, the gift documents signed by Professor Mangone authorize the University to use the income from the Fund to an educational purpose which advances the aims of the University of Delaware and continues to honor the name of Gerard J. Mangone; and

WHEREAS, the College of Earth, Ocean and Environment proposes renaming the Mangone Center to the Gerard J. Mangone Climate Change and Policy Hub to better reflect the current work of the Mangone Center; and

WHEREAS, the Administration also supports the renaming; and

WHEREAS, the work of the Gerard J. Mangone Climate Change and Policy Hub will continue the work of the Mangone Center, along with work focused on climate change science and policies; and

WHEREAS, the Committee on Academic Affairs and Executive Committee supports the renaming;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the renaming of the Gerard J. Mangone Center for Marine Policy to the Gerard J. Mangone Climate Change and Policy Hub.

- F. **BE IT RESOLVED**, to recognize the personnel actions (new continuing track appointments, tenurable appointments, appointments to named professorships) presented in the November 4, 2020 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Appendix C**.
- G. **RESOLVED**, by the Board of Trustees as follows:

RESOLVED, that any two of the following: President of the University,

Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Associate Vice President, Business Operations, 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.

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

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

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

Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Associate Vice President, Business Operations, Chief Investment Officer and Controller of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.

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

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

- I. **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 2021, and that the University's need for the balance of the Trust income for FY 2021 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.

IX. OTHER MATTERS

X. ADJOURNMENT

XI. APPENDICES

- A. Minutes of the June 23, 2020 Meeting of the Board of Trustees
- B. Resolution to recognize gifts to the University
- C. Faculty Personnel Actions



**SEMIANNUAL MEETING OF THE
BOARD OF TRUSTEES
OF THE
UNIVERSITY OF DELAWARE**

June 23, 2020

Minutes

A meeting of the Board of Trustees of the University of Delaware was held on June 23, 2020 via videoconference. The meeting began at 2:00pm.

TRUSTEES PRESENT:

John R. Cochran, Chair; Carol Ammon; Dennis N. Assanis; Christopher Baker; Jim Borel; I.G. Burton III; Allison B. Castellanos; Joan F. Coker; Claire DeMatteis; Bill DiMondi; Donna Fontana; Chai Gadde; Michael Geltzeiler; Kathleen Hawkins; Terri Kelly; Nisha Lodhavia; Guy Marcozzi; Terry Murphy; Debra Hess Norris; John Paradee; Claudia Peña Porretti; Donald J. Puglisi; Rob Rider Jr.; Ed Sannini; David Spartin; Sean Wang; Kenneth C. Whitney

TRUSTEES EXCUSED:

John Carney; Michael Lynch

APPROVED ON A MOTION MADE AND SECONDED:

The minutes of the Board's Semiannual meeting of December 10, 2019.

RESOLUTIONS:

The following resolutions were approved by the Board of Trustees:

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

*(details as contained in the listing provided in the Spring 2020 PA&A Committee meeting booklet and detailed in **Appendix A** included in these materials)*

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby

expresses its sincere gratitude for the generosity of these donors.

2. **WHEREAS**, the University of Delaware's Honors Program has enjoyed a rich 43-year history having grown from modest beginnings to currently engaging nearly 2,000 students representing seven colleges and roughly 10 percent of the University's undergraduate population, and

WHEREAS, the University of Delaware's Honors Program has evolved to a state that it provides a comparable program to peer institutions Honors Colleges and the designation of "Honors College" has become the national norm, and

WHEREAS, the renaming of the Honors Program to the Honors College will enable Honors to:

- Enhance the profile and prestige of the University of Delaware
- Better engage UD's most intellectually driven students
- Expand faculty engagement
- Foster diversity and inclusion
- Be on the same level as our competitor and aspirational institutions
- Enhance recruitment, retention, and quality of our students
- Serve as an incubator for innovative academic models
- Be more engaged in University-wide leadership conversations, and
- Increase alumni engagement and provide a significant development opportunity to generate more resources, and

WHEREAS, the creation of an Honors College has received support from the Honors Program Student Advisory Council, the Honors Program Faculty Board, and the Honors Program External Advisory Council, and

WHEREAS, the Faculty Senate recommends approval to rename the University of Delaware's Honors Program to the University of Delaware's Honors College, and

WHEREAS, the Administration and Trustee Committee on Academic Affairs recommends approval to rename the University of Delaware's Honors Program to the University of Delaware's Honors College,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the renaming of the University of Delaware's Honors Program to the University of Delaware's Honors College effective July 1, 2020.

3. **WHEREAS**, the Joseph R. Biden, Jr. School of Public Policy and Administration is a comprehensive school of public affairs, and

WHEREAS, the priorities and operational requirements for a successful

professional school are different from those of the non-professional programs in the College of Arts and Sciences, and

WHEREAS, the designation as a freestanding school will enable the Biden School to operate with policies and practices appropriate to a professional school of public affairs, beneficial to its faculty, staff and students, and supportive of its distinctive mission and responsibilities, and

WHEREAS, the Biden School increasingly operates on a university-wide scale, collaborating with many colleges, and designation as a freestanding professional school will encourage the growth of those university-wide collaborative programs, and

WHEREAS, an independent status for the Biden School would enhance its unique role in the University of Delaware's strategic vision in strengthening interdisciplinary programs, and

WHEREAS, the leading comprehensive schools of public affairs are freestanding professional schools led by a dean, including aspirational peers, and

WHEREAS, the designation as a freestanding school will enhance the Biden School's identity and recognition as a professional school, and

WHEREAS, the Faculty Senate recommends that effective July 1, 2020, the Biden School of Public Policy and Administration be a freestanding professional school, and

WHEREAS, the Administration and the Trustee Committee on Academic Affairs also recommends that effective July 1, 2020, the Biden School of Public Policy and Administration be a freestanding professional school,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves that effective July 1, 2020, the Biden School of Public Policy and Administration be a freestanding professional school.

4. **BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the May 27, 2020 meeting booklet of the Trustee Committee on Academic Affairs as contained in Appendix B.
5. **WHEREAS**, the Department of Chemical and Biomolecular Engineering in the College of Engineering has offered a successful Master of Engineering in Particle Technology (MEPT) program, and

WHEREAS, the Department of Chemical and Biomolecular Engineering does not have another professional degree other than the MEPT program, and

WHEREAS, the Department of Chemical and Biomolecular Engineering does not have another 4+1 program other than the 4+1 BCHE/MEPT program, and

WHEREAS, there is present particle technology interest from students and IFPRI, and

WHEREAS, there is a lack of graduate degree programs in particle technology, and

WHEREAS, there is a lack of concentration in particle technology in undergraduate degrees, and

WHEREAS, the existing MEPT graduate program already provides all of the courses and administrative framework for continuing such a degree, and

WHEREAS, the Faculty Senate recommends permanent program status approval for the MEPT program, and

WHEREAS, the Administration and Trustee Committee on Academic Affairs also recommends permanent program status approval for the MEPT program,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves permanent program status for the MEPT program.

6. **WHEREAS**, the Doctor of Philosophy (PhD) in Bioinformatics Data Science was provisionally approved in 2012 and is due for Permanent Status Program Review (PSPR), and

WHEREAS, the program's enrollment has grown and remained steady with all students receiving support in the form of research assistantships or fellowships, and

WHEREAS, the PSPR Evaluation Report during Spring 2019 recommends permanent status, and

WHEREAS, the Faculty Senate recommends approval of granting permanent status to the PhD in Bioinformatics Data Science, and

WHEREAS, the Administration and the Trustee Committee on Academic Affairs also recommends approval of granting permanent status to the PhD in Bioinformatics Data Science,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves permanent status for the PhD in Bioinformatics Data Science.

7. **WHEREAS**, the Department of Economics in the Lerner College of Business and Economics currently offers an MA degree in Economics, and

WHEREAS, due to a decline in applications and enrollment the Department of Economics has proposed to eliminate the MA degree in Economics, and

WHEREAS, the Faculty Senate recommends the approval for the disestablishment of the MA degree in Economics, and

WHEREAS, the Administration and the Trustee Committee on Academic Affairs also recommends the approval for the disestablishment of the MA degree in Economics,

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

8. **WHEREAS**, there has been no demand for the BA in Linguistics and French, and

WHEREAS, interested students can easily double major, and

WHEREAS, the Faculty Senate recommends the disestablishment of the BA in Linguistics and French, effective September 1, 2020, and

WHEREAS, the Administration and the Trustee Committee on Academic Affairs also recommends the disestablishment of the BA in Linguistics and French, effective September 1, 2020,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the disestablishment of the BA in Linguistics and French, effective September 1, 2020.

9. **WHEREAS**, the Communication Sciences and Disorders Program has existed in the College of Health Sciences since 2013, and

WHEREAS, departmental status would closely align the University of Delaware program with top tier universities, and

WHEREAS, the Communication Sciences and Disorders Program now numbers 11 core faculty, and

WHEREAS, Communication Sciences and Disorders now offers master's and doctoral level degrees, and

WHEREAS, Communication Sciences and Disorders has accepted one Ph.D. cohort (9 students), as well as four masters level cohorts (101 students) and graduated two of them (48 students), and

WHEREAS, the work of Communication Sciences and Disorders serves the greater Delaware communities, and

WHEREAS, creation of a Department of Communication Sciences and Disorders will require no new resources, and

WHEREAS, the faculty and administration of the College of Health Sciences have approved the proposal for a Department of Communication Sciences and Disorders, and

WHEREAS, the Faculty Senate recommends the existing Communication Sciences and Disorders Program become a department to be called the Department of Communication Sciences and Disorders, and

WHEREAS, the Administration and Trustee Committee on Academic Affairs also recommends the existing Communication Sciences and Disorders Program become a department to be called the Department of Communication Sciences and Disorders,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves that the existing Communication Sciences and Disorders Program become a department to be called the Department of Communication Sciences and Disorders.

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

McKinly Laboratory Replacement	\$14,000,000;
DuPont Laboratory - Phorid Fly Remediation	\$ 1,250,000;

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees approves the McKinly Laboratory Replacement and DuPont Laboratory – Phorid Fly Remediation and approves the Administration to take any further action deemed necessary to complete these projects.

- 11. RESOLVED**, that, effective fall 2020, the student Comprehensive Fee be increased from \$429 per semester to \$489 per fall and spring semester for all

full-time students.

- 12. RESOLVED**, that, effective fall 2020, the Student Wellbeing fee be increased from \$227 per semester to \$352; that effective winter 2021 the winter session fee be increased from \$66 to \$77; and that effective summer 2021 the summer session fee be increased from \$88 to \$98.
- 13. RESOLVED**, that, effective fall 2020, the University annual dining plan rates will be increased an average of 2.0 percent.
- 14. RESOLVED**, that, effective fall 2020, the University traditional residence hall room annual rates will be increased by an average of 2.0 percent.
- 15. RESOLVED**, that the Board of Trustees approves the engagement of KPMG as auditors of the University's Consolidated Financial Statements, NCAA Report, OMB Uniform Guidance Single Audit Report, State of Delaware Appropriations Report, Library Associates Report, Alumni Association Report, and IRS Form 990 in accordance with the terms, conditions and fees as outlined in the Audit Visiting Committee meeting on June 2, 2020 for FY 2021, FY2022, and FY2023, respectively.
- 16. WHEREAS**, prudence suggests that the endowment policy consider the preservation of endowed principal along with spending needs of the University, and
- WHEREAS**, the University endowment spending policy guideline provides for an annual distribution in the range of 4 – 5% of the pooled endowment portfolio average market value over the twelve trailing quarters through December of the year prior to the new fiscal year,
- WHEREAS**, the endowment spending policy of 4 – 5% is a guideline and the current economic climate is unstable,
- NOW, THEREFORE BE IT RESOLVED**, that the endowment pooled portfolio distribute \$3.90 per unit in FY 2021 which represents 3.91% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2019.
- 17. RESOLVED**, that all checks against accounts of the University of Delaware shall bear either:

- a) The facsimile signatures of both the President and Chief Operating Officer of the University as imprinted by one of the University's check-signing machines, with background and other identifying symbols, or the manual signatures of both the President and Executive Vice President and

Chief Operating Officer of the University in accordance with specimens duly filed with the several banks by the Secretary of the University, or

b) Should either of the above officers be absent, the signature of the President or the Executive Vice President and Chief Operating Officer of the University and either the Provost or the Secretary of the University in accordance with specimens duly filed as aforesaid.

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

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

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

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

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

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

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

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

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

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

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

1. Open Accounts. To open accounts in any brokerage or publicly traded mutual fund in the name of the University of Delaware, for the purpose of accepting and holding gifts, or to carry out investment decisions approved by the Board of Trustees Committee on Finance.
2. Security Authority. To purchase, sell, transfer and endorse for sale or transfer any and all securities of the corporation, and to delegate to other individual officers and employees the power to take such actions as deemed appropriate and with adequate controls.

3. Investment Authority. To execute the policies of the Board of Trustees, the Board's Committee on Finance, and the Board's Investment Visiting Committee:
 - a. By investing the University's monies, including the endowment, in hedge funds,
 - b. By entering into interest rate exchange agreements, including agreements such as basis swaps, swaptions, and
 - c. By the purchase and sale of other derivative products, all upon such terms and conditions as such officers shall deem requisite, proper and in the best interest of the University.
 - d. Such officers may delegate to other officers and employees the power to take the foregoing actions whenever appropriate.
4. Authority to Take Other Appropriate Action. The President, Executive Vice President and Chief Operating Officer, Vice President for Finance and Deputy Treasurer, Vice President and University Secretary, Assistant Vice President, Analysis and Operations and Chief Investment Officer of the University are hereby authorized to take actions to execute and deliver any agreements, certificates or other documents to accomplish the purposes of this Resolution.
5. Effective Date. This resolution shall be effective upon its adoption.

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

20. WHEREAS, on March 12, 2020 the Governor of the State of Delaware, John C. Carney, declared a state of emergency due to the emerging global public health threat of COVID-19; and

WHEREAS, the coronavirus pandemic and its far-reaching effects have led to significant health, economic and social hardships and challenges for people and organizations throughout the State of Delaware, including the University of Delaware's students, faculty, staff, alumni and other members of our community; and

WHEREAS, medical workers and support staff throughout the State responded to the pandemic with unwavering dedication and compassion to meet the health needs of those affected by COVID-19; and

WHEREAS, Delaware's first responders, both professional and volunteer, provided critical support for the state's pandemic response, once again demonstrating their commitment to keeping our community safe in times of crisis; and

WHEREAS, a multitude of community organizations redoubled their efforts to provide for the various needs of everyone whose livelihoods and social networks were diminished by the coronavirus pandemic, reminding us all that we depend on each other for our collective welfare and wellbeing; and

WHEREAS, essential workers throughout Delaware continued to perform their duties with professionalism, while adhering to health guidelines and restrictions, so that our entire community could remain strong and resilient;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the University of Delaware expresses its sincere gratitude to all those who serve to support the University of Delaware and State communities as we continue to work together to meet the challenges ahead.

CALL TO ORDER:

Chairman Cochran convened the meeting at 2:00pm and welcomed all those in attendance for the Board of Trustees first virtual semiannual meeting. He requested a moment of silence in remembrance of friends of the University who had recently passed away. He then called on Mr. Burton for the Attendance Report and the Report of the Treasurer.

APPROVAL OF MINUTES:

On a motion made and seconded, the Board approved the minutes of the Board's semiannual meeting of December 10, 2019.

PUBLIC COMMENT:

The Board of Trustees allotted time on the agenda for public comment. The Board recognized Lieutenant Governor Bethany Hall-Long and Dr. John Morgan for public comment and each addressed the Board for two minutes.

REPORT OF THE PRESIDENT:

Dr. Assanis opened his remarks with an offer of thanks to the work of the community, including those who have worked to keep us safe and supported the health of our community members during the uncertain times of the COVID-19 pandemic. He noted that it is necessary to focus on supporting student success, ways to be empathetic and supportive of one another in the community, and on the ability to be flexible and creative in this environment.

Dr. Assanis spoke to the work the University has done, and new initiatives being enacted, in order to create a more inclusive community. New initiatives include

mandatory diversity training for students, faculty and staff; new fundraising for social justice initiatives; a review of naming considerations for buildings on campus; and plans for a series of dialogs and listening sessions throughout the coming academic year. He reviewed data demonstrating growth in underrepresented minority populations within undergraduate student, graduate student, and faculty and staff populations, noting that building an environment of inclusive excellence has been a top priority for his administration since his arrival in 2016. He recognized through this presentation that while progress has been made, additional work is still needed through consistent, long-term commitment.

Dr. Assanis reviewed several awards and accolades received by students and faculty for excellence in academics, research and teaching. He also provided an update on several large capital projects, and thanked Trustees Carol Ammon and Kenneth Whitney for their generosity in supporting the Ammon-Pinizzotto Biopharmaceutical Innovation Center and Whitney Athletic Center, respectively.

Dr. Assanis next introduced Rodney Morrison, Vice President for Enrollment Management, to provide an update on enrollment and the incoming first-year class.

Mr. Morrison spoke to the ongoing work to shape the incoming class—the class of 2024. He shared excitement with the growth in applications this year, noting that the University received over 33,000 applications, which represents an increase of 27% from the prior year. He noted increases in underrepresented minority applications as part of overall growth. Even with these positive developments, Mr. Morrison recognized the impact of the COVID-19 pandemic as it relates to the building of the incoming class.

Mr. Morrison shared some takeaways from a national survey of college-going students and their thinking for the fall semester and higher education. He noted that some are considering taking a gap year, but the University has not experienced an increase in requests for deferral from admitted students. Respondents also noted that the method of education was important and cited cost as an important decision-making factor. The University is working with admitted students to meet their needs financially as well as address questions. The COVID-19 pandemic, and the novel uncertainty, has impacted the ways in which colleges and universities predict fall enrollment. The University is trailing last year's enrollment figures by approximately 4% and shared that some institutions are seeing deposits for the incoming class down by as much as 20%.

Despite these factors, Mr. Morrison noted the strength of the fall class and highlighted several student pipeline programs that the University utilizes to support and engage the community and introduce future college students and their families to the University of Delaware. He also shared that the University has decided to move to a test-optional application for both non-residents and

residents.

In closing, Mr. Morrison discussed the University's Associate in Arts program. He noted the success of the program in providing Associate's degrees to students as well as the high percentage of students who then persist at the Newark campus to complete a Bachelor's degree.

Dr. Assanis next presented on plans for the fall semester. He shared that in order to support affordability and access, tuition rates for the upcoming year would be frozen for both residents and non-residents, and indicated that some student fees are being increased. He next spoke to the reopening strategy for the fall, which is driven by care for our people, a cultivation of academic excellence and a commitment to positive social impact. Steps for the fall have been informed by several cross-functional task forces and Dr. Assanis expressed his gratitude to those who led the groups as well as the membership.

The plan for the fall is to adopt a blended education model, combining face-to-face and online teaching and learning, with a start to the semester as planned on September 1. Classes will be held in accordance with state guidelines on gatherings, and Dr. Assanis noted that the University will need to continually monitor, adapt, and prepare to adjust plans subject to any new conditions as a result of the COVID-19 pandemic. That said, Dr. Assanis noted the pedagogical benefits of blending both online and face-to-face instruction and noted faculty will be prepared to accommodate students who cannot attend in person, or do not feel comfortable doing so.

Dr. Assanis spoke to the new health protocols that will be in place for the fall, including mandatory face coverings, maintaining physical distance, and participating in periodic health screenings. He noted that the research community at the University has already begun a phased return to campus operations over the summer utilizing similar protocols. Dr. Assanis shared that a cultural shift will be required to support these efforts, and also noted changes related to residence halls and dining halls. He also spoke to the tentative plans with regard to student athlete competition and training.

Chairman Cochran expressed his thanks to President Assanis for his presentation and for the tireless work of the University faculty, students and staff to date. He opened the meeting for questions from any board members. Trustee Whitney asked when the University might know the final enrollment figures for the incoming class. In response, Dr. Assanis shared that current models are anticipating a class of approximately 3,750 students, whereas the original target was 4,450. Mr. Morrison added that with over 4,000 deposits received, the University is optimistic that the fall class will be somewhere in the range of 3,700-4,000 students.

SPECIAL PRESENTATION:

Dr. Assanis introduced Dr. Jennifer Horney, founding director of UD's program in epidemiology, which focuses on uncovering the distribution, patterns and causes of diseases.

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Ms. Kelly presented the report of the Committee's meeting of May 26, 2020.

Highlights included:

- Presentations on the impacts of COVID-19 on city and state governance;
- An update on the evolving state budget for fiscal years 2020 and 2021;
- An update on CARES Act funding and possible future funding;
- The new work of the Office of Communications and Marketing in response to the pandemic; and
- An update on fundraising and the capital campaign, including a discussion of how and when to celebrate the success of the campaign meeting it's \$750M goal.

Ms. Kelly reviewed the resolution recommended for action by the Board of Trustees as included in the Consent Agenda.

TRUSTEE/FACULTY COMMITTEE ON HONORARY DEGREES AND AWARDS:

Ms. Norris presented the report of the Committee's meeting of May 26, 2020.

Highlights included:

- A discussion of strategies to reschedule and reimagine the spring Convocation and Commencement ceremonies that were postponed;
- The recognition of those who have accepted the recognition to be honored as honorary degree recipients for the Class of 2020: John L. Anderson, Patricia DeLeon, Ty Jones, and A. Gilchrist Sparks III.
- The Committee continues the review and refine the list of possible recipients for the University's Medal of Distinction; and
- Potential ways to recognize and honor awardees during a time of physical distancing.

Ms. Norris noted that there were no resolutions recommended for action by the Board of Trustees.

TRUSTEE COMMITTEE ON STUDENT LIFE AND ATHLETICS:

Mr. Spartin reported on the Committee's meeting of May 27, 2020. Highlights included:

- A presentation on the University's response to the COVID-19 pandemic and the path forward;
- The work of the division of student life to provide most of its on-campus services online, including telehealth for students;

- An update on athletics successes prior to the COVID-19 pandemic, including a winning percentage of 72%, and plans moving forward for the summer and fall; and
- Updates from the leaders of the Graduate Student Government and Student Government Association.

Mr. Spartin noted there were no resolutions recommended for action by the Board of Trustees.

TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of May 27, 2020.

Highlights included:

- An overview of the University's response to COVID-19 and a presentation from Dr. Morgan regarding the University's academic response;
- A presentation from Dr. Okagaki regarding physical distancing's impacts on our academic classroom capacity;
- An update on the Middle States Commission on Higher Education accreditation process; and
- Several academic resolutions for the Committee's approval.

Ms. Fontana reviewed the resolutions recommended for action by the Board of Trustees as included in the Consent Agenda.

TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of June 3, 2020. Highlights included:

- A review of Projects Summary, which notes projects completed, projects in progress, projects requiring approval, and project notifications;
- Review and approval of two projects: McKinly Laboratory – Demolition and Abatement and the DuPont Laboratory – Phorid Fly Remediation; and
- An update on an enhancement to the Perkins Student Center in partnership with Aramark.

Mr. Borel reviewed the resolutions recommended for action by the Board of Trustees as included in the Consent Agenda.

TRUSTEE COMMITTEE ON FINANCE:

Dr. Puglisi reported on the Committee's meeting of June 2, 2020. Highlights included:

- Several financial resolutions that are required whenever there is a change in the Officers of the University;
- Discussion of the pooled investment portfolio, which had a return of approximately 7% for FY2019;
- Approval of the endowment distribution payout for the upcoming year; and

- Approval of the two projects that were presented by Mr. Borel during his update to the Board of Trustees.

Dr. Puglisi reviewed the resolutions recommended for action by the Board of Trustees as included in the Consent Agenda.

NOMINATING COMMITTEE:

Mr. Murphy reported on the Committee's meeting of June 9, 2020. At that meeting, the officer candidates for the 2020-2021 year were recommended for approval.

Dr. Puglisi then continued the report of the Nominating Committee, asking the officer candidates to be excused for the presentation and vote. Dr. Puglisi presented the following Slate of Officers for 2020-2021:

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

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

EXECUTIVE COMMITTEE:

Mr. Cochran reported that the Executive Committee met on June 9, 2020. The Committee received reports from all standing Committees of the Board, and reviewed the resolutions brought forward by the standing Committees, all of which were included in the Consent Agenda and recommended for formal action by the Board of Trustees.

CONSENT AGENDA:

Mr. Cochran reviewed the resolutions contained in the Consent Agenda. On a motion made and seconded, resolutions contained in the Consent Agenda were approved as presented.

SPECIAL RECOGNITIONS AND ANNOUNCEMENTS:

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

Mr. Cochran also read into the record a resolution recognizing all those who have supported the State of Delaware and University communities during the COVID-19 pandemic.

ADJOURNMENT:

With no further business, the meeting was adjourned at 3:43pm.

Respectfully Submitted:



Beth G. Brand
Vice President & University Secretary

MINUTES FOR APPROVAL

APPENDIX A

RESOLUTIONS

July 1, 2019 – December 31, 2019

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Unidel Foundation, Inc. (FP)	\$ 7,213,390.00	Arts & Sciences; Engineering; University Wide	Center for the Study and Prevention of Gender-Based Violence; Equipment Upgrade and Renovation for the Design Studio; Eugene du Pont Memorial Distinguished Scholars; Increase the Quality and Impact of UD Doctoral Programs; Health and Wellness Training Program; Ammon Pinizzotto Biopharmaceutical Innovation Center; Unrestricted Support for Presidential Priorities
Aramark (CP)	\$ 3,000,000.00	University Wide	New Equipment for Campus Projects
Edward C. Davis Trust (TC)	\$ 2,354,209.80	Engineering	Civil Engineering Scholarships
Mr. Kenneth C. Whitney ('80/BE) and Mrs. Elizabeth K. Whitney (FR)	\$ 1,500,000.00	Athletics	Whitney Athletic Center

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
H. Fletcher Brown Trust (TC)	\$ 1,193,254.14	University Wide	H. Fletcher Brown Trust
Mrs. Claudia G. Fischer (RF) and Dr. Richard B. Fischer (RF)	\$ 1,000,000.00	Arts and Sciences	Richard and Claudia Fischer Choral Enrichment Fund; Claudia and Richard Fischer Music Scholarship
Ms. Janice L. Pehrson ('67/AS) and Mr. Kristyan Panzica (FR)	\$ 1,000,000.00	Engineering	Frank A. Pehrson Computer Science Achievement Award for the Outstanding CIS Graduate Student
Elizabeth V. White Trust (TC)	\$ 901,525.53	Health Sciences	College of Health Sciences Scholarship Support
Anonymous Alumn (AA)	\$ 500,000.00	Agriculture and Natural Resources	Atlantis Fund to support the UDairy Creamery
Mr. Richard A. Costello ('73/EG) and Mrs. Nina L. Costello (FR)	\$ 500,000.00	Engineering	Construction Engineering and Management Program
Dr. Evelyn M. Maurmeyer ('74/EOE)	\$ 450,000.00	Earth, Ocean and Environment	Evelyn M. Maurmeyer Scholarship
Delaware Community Foundation (FP)	\$ 336,623.00	Health Sciences	Healthy Communities Delaware Program
The Henry Francis du Pont Winterthur Museum (OO)	\$ 314,868.50	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Roland G. Paynter Trust (TC)	\$ 296,952.00	Health Sciences	College of Health Sciences Scholarship Support

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 294,400.00	Arts and Sciences; Athletics; Business and Economics; Morris Library University Wide	Calidore String Quartet; Resident Ensemble Players; School of Music; Athletic Fund; Center for Economic Education and Entrepreneurship; Department of Finance; University Museums; General Scholarship Fund
Anonymous Foundation (FO) [Anonymous Alumn (AA)]	\$ 280,000.00	Agriculture and Natural Resources; Arts and Sciences; Health Sciences	Apiary Program; Atlantis Fund-UDairy Creamery Support Fund; Chorale; GoBabyGo! Program
Dr. Eva-Maria Hauck-Grasselli (FR)	\$ 275,000.00	Engineering	Eva-Maria Hauck-Grasselli Faculty Support Fund in Chemical and Biomolecular Engineering
Winifred J. Robinson Trust (TC)	\$ 268,540.32	University Wide	Dr. Winifred J. Robinson Trust
Anonymous Faculty/Staff (FA)	\$ 250,000.00	Morris Library; University Wide	Acquisition Fund; Teaching Fund
Choptank Foundation (FP)	\$ 250,000.00	Arts and Sciences	Biggs Museum of American Art Student Internship
Ms. Sabina B. Stern ('71/AS) and Mr. Andrew M. Stern ('70/AS)	\$ 250,000.00	Health Sciences	Andrew and Sabina Stern Fund for Health Care Excellence
Dr. Irene H. Talley ('69/EHD)	\$ 240,000.00	Education and Human Development	Dr. Irene Talley Scholarship

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
George A. Prouse Trust (TC)	\$ 206,615.29	University Wide	George A. Prouse Trust
Delaware Community Foundation (FP) [Mr. Charles C. Allen III ('71/ANR) and Mrs. Barbara Allen (PP)]	\$ 200,000.00	Agriculture and Natural Resources	Allen Family Scholarship Support Fund; UDairy Creamery Expansion
Mr. Ertan Yenicay (FR)	\$ 175,000.00	Morris Library	University Museums
Robert E. Ellegood Trust (TC)	\$ 169,564.62	University Wide	Robert E. Ellegood Trust
Dr. Elizabeth M. Perse (RF) and Mr. Jeffrey A. Bergstrom (PP)	\$ 169,125.08	Arts and Sciences	Jeffrey Bergstrom and Elizabeth Perse Charitable Remainder Unitrust
Travie W. Stricklin, Jr. Trust (TC)	\$ 152,002.00	University Wide	Travie W. Stricklin Jr. Trust
Margaret S. Sterck Trust (TC)	\$ 144,500.00	University Wide	Margaret S. Sterck Trust
Celgene Corporation (CP)	\$ 127,903.40	University Wide	NIIMBL Donated Equipment Fund
Mrs. Sheryl L. Grogg ('79/AS) and Mr. Steven L. Grogg (FR) [Ms. Nancy J. Pyle (PP) and Family]	\$ 125,000.00	Athletics	Donald W. Pyle '80 Student-Athlete Success Fund
Mrs. Janet A. Leath ('81/ANR) and Steven Leath, Ph.D. ('81/ANR)	\$ 125,000.00	Agriculture and Natural Resources	Steve and Janet Leath UDBG Internship Fund
May Leasure Trust (TC)	\$ 122,727.93	University Wide	May Leasure Trust
Alice M. Van De Voort Trust (TC)	\$ 111,538.99	University Wide	Alice M. Van De Voort Trust
Mr. John R. Craft ('88/BE) and Mrs. Susan L. Craft (PP)	\$ 105,000.00	Business and Economics; University Wide	John R. Craft '88 and Susan L. Craft Scholarship; Horn Entrepreneurship

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Raymond W. Kirkbride Memorial Trust (TC)	\$ 104,751.41	Morris Library	Raymond W. Kirkbride Memorial Trust
Cisco Systems, Inc. (CP)	\$ 104,000.00	Engineering	Dr. Leonard Cimini Jr.'s Research for Smart Scheduling and Coexistence in Next Generation Heterogeneous Wireless Networks
Mr. B. Vance Carmean, Jr. ('62/ANR) and Mrs. Kathleen H. Carmean ('64/HS)	\$ 102,476.00	Agriculture and Natural Resources	Worrilow Hall Renovation
DE Council on Economic Education (OO)	\$ 101,698.81	Business and Economics	Center for Economic Education and Entrepreneurship
Discover Financial Services, Inc. (CP)	\$ 100,000.00	University Wide	Small Business Development Center
Mr. Peter J. Fitzpatrick (CA) and Mrs. Marie E. Fitzpatrick (PP)	\$ 100,000.00	Morris Library	University Museums
Thomas K. Gaisser, Ph.D. (XF) and Julia H. Gaisser, Ph.D. (FR)	\$ 103,784.00	Arts and Sciences	Bartol Research Institute Research Scholar Support Fund
Mr. William G. Mavity ('72/EG) and Mrs. Linda Mavity (FR)	\$ 100,000.00	Engineering	William G. Mavity CGA
Stanley I. Sandler, Ph.D. (RF) and Ellen I. Pifer, Ph.D. (XF)	\$ 100,000.00	Engineering	Stanley I. Sandler Chemical Engineering Scholarship
Jerome Spivack, M.D. ('57/AS) and Mrs. Stefanie K. Spivack ('58/EHD)	\$ 100,000.00	Earth, Ocean and Environment	Klahr-Spivack Family Environmental Field Experience Fund

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Mrs. B. Wells Willis ('71/ANR) and Mr. David A. Willis ('71/BE)	\$ 100,000.00	Agriculture and Natural Resources	David A. Willis `71 and B. Wells Willis `71 Health Specialist Program; David A. Willis `71 and B. Wells Willis `71 Undergraduate Research Experiences
NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.			

MINUTES FOR APPROVAL

APPENDIX B

FACULTY PERSONNEL ACTIONS

1. [Named Professorships](#)

The following individuals are recommended for named professorships:

Name	Title and Department
Rebecca Davis	Miller Family Endowed Early Career Professorship
Alison Parker	Robert H. and Lydia H. Richards Chair of History
George Parsons	Unidel E. I. du Pont Professor of Marine Biochemistry and Biophysics
Kristen Poole	Ned B. Allen Professor of English

2. [Faculty Emeriti](#)

The following individuals are recommended for emeritus status:

Name	Title	Department
Frederick Adams	Professor Emeritus	Linguistics and Cognitive Science
Stephen Barr	Professor of Physics and Astronomy Emeritus	Physics and Astronomy
David Colton	Professor Emeritus	Mathematical Sciences
Carol Henderson	Professor Emerita	Africana Studies and English
James Mulligan	Professor Emeritus	Economics

Steven Peuquet	Associate Professor Emeritus	Joseph R. Biden, Jr. School of Public Policy and Administration
James Richards	Distinguished Professor of Health and Nursing Sciences Emeritus	Kinesiology and Applied Physiology
Peter Roe	Professor Emeritus of Anthropology	Anthropology
George W. Watson	Unidel Professor of Physics and Astronomy	Physics and Astronomy

3. Promotions and Tenure

- a. The following individuals are recommended for promotion from Associate Professor to Professor (all were granted tenure previously), effective September 1, 2020.

Name	Department
Thomas Rocek	Anthropology
David Brinley	Art and Design
Robyn Phillips-Pendleton	Art and Design
Deni Galileo	Biological Sciences
Salil Lachke	Biological Sciences
Joel Rosenthal	Chemistry and Biochemistry
Scott Caplan	Communication
Iain Crawford	English
Owen White	History
Rena Hallam	Human Development and Family Sciences
Joseph Trainor	Joseph R. Biden, Jr. School of Public Policy and Administration
Persephone Braham	Languages, Literatures and Cultures
Robin Andreasen	Linguistics and Cognitive Science
LaShanda Korley	Materials Science and Engineering
Keith Schneider	Psychological and Brain Sciences
Tania Roth	Psychological and Brain Sciences
Steven Amendum	School of Education
Arthur Trembanis	School of Marine Science and Policy
Matthew Oliver	School of Marine Science and Policy

James Allen Anderson	School of Music
----------------------	-----------------

- b. The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2020.*

Name	Department
Anne Colwell	Associate in Arts Program
James Keegan	Associate in Arts Program
Christine Cucciarre	English
Christopher Penna	English
Jill Flynn	English
Riccarda Saggese	Languages, Literatures and Cultures
Eileen Grycky	School of Music

- c. The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2020.*

Name	Department
Shanshan Ding	Applied Economics and Statistics
Jocelyn Alcántara-García	Art Conservation
Jennifer Van Horn	Art History
Michael Mackenzie	Behavioral Health and Nutrition
Sheau Ching Chai	Behavioral Health and Nutrition
Ramona Neunuebel	Biological Sciences
Shuo Wei	Biological Sciences
Emily Day	Biomedical Engineering
Jason Gleghorn	Biomedical Engineering
John Slater	Biomedical Engineering
Rui Zhang	Computer and Information Sciences
Ann Aviles	Human Development and Family Sciences
Valerie Earnshaw	Human Development and Family Sciences
Nina David	Joseph R. Biden, Jr. School of Public Policy and Administration
Christopher Kloxin	Materials Science and Engineering
Stephanie Law	Materials Science and Engineering
Douglas Rizzolo	Mathematical Sciences
Guoquan Huang	Mechanical Engineering

Joseph Kuehl	Mechanical Engineering
Noel Swanson	Philosophy
Daniel White	Physical Therapy
Michele Lobo	Physical Therapy
Veronique Petit	Physics and Astronomy
Dayan Knox	Psychological and Brain Sciences
Joshua Wilson	School of Education
Christopher Nichols	School of Music
Isai Jess Muñoz	School of Music
Jennifer Saylor	School of Nursing

- d. The following individuals are recommended for promotion to Associate Professor without tenure, effective September 1, 2020.*

Name	Department
D. Chanele Moore	Associate in Arts Program
Oyenike Olabisi	Biological Sciences
Earl Lee, II	Civil and Environmental Engineering
Lydia Timmins	Communication
John Jebb	English
Meghan McInnis-Dominguez	Languages, Literatures and Cultures
Joanna York	School of Marine Science and Policy
Jennifer Graber	School of Nursing

- e. The following individuals are recommended for tenure, effective September 1, 2020.*

Name	Department
Michael Jung	Accounting and Management Information Systems
Nir Yehuda	Accounting and Management Information Systems
Richard Suminski, Jr.	Behavioral Health and Nutrition
Andreas Malikopoulos	Mechanical Engineering
Chiara Sabina	Women and Gender Studies

APPENDIX B

RESOLUTIONS January 1, 2020 – June 30, 2020			
Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
The Whiting-Turner Contracting Co. (CP)	\$ 3,000,000.00	Engineering; University Wide	Construction Engineering and Management Program; Ammon Pinizzotto Biopharmaceutical Innovation Center
Anonymous Alum (AA)	\$ 1,500,000.00	Agriculture and Natural Resources	Named Professor of Pre-Veterinary Medicine and Animal Biosciences
H. Fletcher Brown Trust (TC)	\$ 1,193,254.14	University Wide	H. Fletcher Brown Trust
Mr. Dennis Stillwell (FR) and Mrs. Linda Stillwell (FR)	\$ 750,000.00	Morris Library	University Library for the Special Collections Department
Raymond A. Jacobsen, Jr., Esq. ('71/AS) and Marilyn Perry Jacobsen, Esq. ('72/AS)	\$ 500,000.00	Arts and Sciences; Engineering; University Wide	Mentor Program in the College of Arts and Sciences; Construction Engineering and Management Gift Fund; Blue Hen Strong Fund; Restricted Support for Presidential Priorities
Ms. Susan P. Stroman ('76/AS)	\$ 500,000.00	Arts and Sciences	Susan P. Stroman Visiting Playwright Series Fund
Cloudreach, Inc. (CP)	\$ 499,999.80	Engineering	Research Support for Professor Stephan Bohacek's Project: "New Directions in AIOps"
Kinetic Research Corporation (CP) [Mr. Kent Herrick (FR)]	\$ 493,001.00	Engineering	Center for Composite Materials

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
La Fondation Sackler - The Sackler Foundation (FF)	\$ 200,000.00	Arts and Sciences	Dr. Mary Dozier's Research in the Department of Psychological & Brain Sciences
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 200,000.00	Arts and Sciences; University Wide	Choral Enrichment Fund; Resident Ensemble Players; Blue Hen Strong Fund
Dominic M. Di Toro, Ph.D. (FS) and Mrs. Marilyn F. Di Toro (FR)	\$ 160,000.32	Engineering	Dominic Di Toro Graduate Student Support Fund
The Henry Francis du Pont Winterthur Museum (OO)	\$ 157,434.25	Arts and Sciences	Winterthur Museum Graduate Student Stipends
Mr. Rahul Shah (FR) and Mrs. Sonia Shah (FR)	\$ 140,000.00	Morris Library	University Museums
Anonymous Alum (AA) [Anonymous Organization (OO)]	\$ 134,250.00	Agriculture and Natural Resources	Faculty Support Fund
Delaware Curative Workshop, Inc. (CP)	\$ 130,000.00	Health Sciences	Innovation Health Design Laboratory; Mae D. Hightower-Vandamm Memorial Graduate Tuition Scholarship
Marybeth Auletto, Ph.D. ('87/AS) and Mr. John P. Auletto ('87/AS)	\$ 120,000.00	University Wide	Auletto Scholarship Fund
Mr. David T. Buzzelli ('66/EG)	\$ 100,000.00	Engineering	David T. Buzzelli Graduate Research Fellowship
Christiana Rotary Club Foundation (OO)	\$ 100,000.00	University Wide	Christiana Rotary Club Scholarship in Memory of George A. Thompson

Whereas the following donors;	Have generously given the amount of;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Ms. Susan Gell Hugel ('73/AS) and David H. Hugel, Esq. (FR)	\$ 100,000.00	Arts and Sciences	Susan Hugel Summer Internship Fund
Mr. Dennis Mehiel (FR) and Mrs. Karen L. Mehiel (FR)	\$ 100,000.00	Biden School of Public Policy	Biden Institute
G.B. Sears Family Trust (OO) [Mrs. Janice L. Sears ('82/BE) and Mr. Geoffrey B. Sears (FR)]	\$ 100,000.00	University Wide	Biden Hall
Toyota Motor North America (CP)	\$ 100,000.00	Health Sciences	GoBabyGo!
Mr. Parker E. Tupin ('76/BE)	\$ 100,000.00	Health Sciences	Tupin Family Fund for Physical Therapy
Mr. John M. Witheford ('51/EG)	\$ 100,000.00	Engineering	John M. Witheford Faculty Recruitment Fund
NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.			

APPENDIX C

New Faculty Appointments

Assistant Professors – Continuing Track:

Name	Academic Unit
Caroline Swift	Business Administration
Qingjiu Tao	Business Administration
Haritha Malladi	Civil & Environmental Engineering
Maxim Dolinsky	Finance
Lillyrose Veneziano Broccia	Languages, Literatures & Cultures
Diego Penta	Mathematical Sciences
Adebanjo Oriade	Physics & Astronomy
Christina Budde	School of Education
Eric Sisofo	School of Education
Caren Coffy-McCormick	School of Nursing
Emerald Christopher-Byrd	Women & Gender Studies

Associate Professors – Continuing Track:

Name	Academic Unit
Jennifer Korkosz	School of Nursing

Associate Professor – Tenured:

Name	Academic Unit
Kedron Thomas	Anthropology
Kenneth Cohen	History
Philip Gable	Psychological & Brain Sciences

Professor – Tenured:

Name	Academic Unit
Peter Benson	Anthropology
Martin Heintzelman	Applied Economics & Statistics
Jamie Phillips	Electrical & Computer Engineering
Jessica Sowa	Joseph R. Biden, Jr. School of Public Policy & Administration
Mark Gockenbach	Mathematical Sciences
Ivan Todorov	Mathematical Sciences
Eugene Koshinski	School of Music
Elizabeth Speakman	School of Nursing
Angela Hattery	Women & Gender Studies

Assistant Professor – Tenure Track:

Name	Academic Unit
Xiaoye Cheng	Accounting & MIS
Jiaheng Xie	Accounting & MIS
Christina Korting	Applied Economics & Statistics
Kathryn Benjamin Golden	Africana Studies
Molly Sutherland	Biological Sciences
Joshua Cashaback	Biomedical Engineering
Matthew McGranaghan	Business Administration
Zachary Nolan	Business Administration
Ming Zhao	Business Administration
Emil Hernandez-Pagan	Chemistry & Biochemistry
Shangjia Dong	Civil & Environmental Engineering
Morgan Ellithorpe	Communication
Xing Gao	Computer & Information Sciences
Mohammadmahdi Khaliligarekani	Computer & Information Sciences

Parag Mahajan	Economics
Swati Singh	Electrical & Computer Engineering
Kisha Porcher	English
Yendelela Cuffee	Epidemiology Program
Mahsa Kaviani	Finance
Yu Xu	Finance
Yao Hu	Geography & Spatial Sciences
Julie Klinger	Geography & Spatial Sciences
Sonia Robles	History
Heather Farmer	Human Development & Family Sciences
Anamarie Whitaker	Human Development & Family Sciences
Ibra Fancher	Kinesiology & Applied Physiology
Holly Myers	Languages, Literatures & Cultures
Rebecca Tollan	Linguistics & Cognitive Science
Alexei Kananenka	Physics & Astronomy
Qingwu Meng	Plant & Soil Sciences
Sophia Choukas-Bradley	Psychological & Brain Sciences

William Kenkel	Psychological & Brain Sciences
Teo Paoletti	School of Education
Florence Ran	School of Education
Kenneth Shores	School of Education
Miling Li	School of Marine Science & Policy
Christian Schwarz	School of Marine Science & Policy
Jennifer Bouek	Sociology & Criminal Justice

2. Named Professorships

Name	Title and Academic Unit
Arthi Jayaraman	Centennial Term Professor for Excellence in Research and Education, Chemical & Biomolecular Engineering

3. Faculty Emeriti

Name	Title	Academic Unit
Martha Carothers	Professor Emerita	Art & Design
Michael Klein	Unidel Dan Rich Chair Emeritus in Energy	Chemical & Biomolecular Engineering
John Bernstein	Professor Emeritus	History
J. Ritchie Garrison	Professor Emeritus	History
Katherine Grier	Professor Emerita	History
Susan Hall	Professor Emerita	Kinesiology & Applied Physiology

Monika Shafi	Elias Ahuja Professor Emerita of German	Languages, Literatures & Cultures
John Frett	Professor Emeritus	Plant & Soil Sciences
Robert Simons	Professor Emeritus	Psychological & Brain Sciences