



BOARD OF TRUSTEES

MEETING BOOKLET

MAY 25, 2021
3:00-5:00 PM

ZOOM CONFERENCE CALL



BOARD OF TRUSTEES	
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Dennis N. Assanis, UD President	
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James C. Borel	
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Whitney Townsend Sweeney	
Sean X. Wang	
Kenneth C. Whitney	
TRUSTEES EMERITI	
Howard E. Cosgrove	
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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 Hüllihen Hall
 Newark, DE 19716



BOARD OF TRUSTEES

**May 25, 2021
3:00 P.M.**

AGENDA

- I. CALL TO ORDER**
- II. ATTENDANCE REPORT**
- III. APPROVAL OF THE MINUTES:** Semiannual Meeting of December 8, 2020
- IV. PUBLIC COMMENT**
- V. REPORT OF THE PRESIDENT**
 - Dr. Dennis Assanis – President
 - Dr. José-Luis Riera – Vice President for Student Life
- VI. SPECIAL PRESENTATION:**
 - Professor Thomas H. Epps, III – Allan & Myra Ferguson Distinguished Professor of Chemical & Biomolecular Engineering; Professor of Materials Science & Engineering
- VII. REPORTS AND RECOMMENDATIONS OF THE STANDING COMMITTEES**
 - Grounds & Buildings
 - Honorary Degrees & Awards
 - Public Affairs & Advancement
 - Academic Affairs
 - Student Life & Athletics
 - Finance
 - Nominating
 - Executive
- VIII. CONSENT AGENDA OF RESOLUTIONS FOR APPROVAL BY THE BOARD AT ITS MEETING OF MAY 25, 2021:**

1. Recommendation to award the University of Delaware Honorary

- Degree;
- 2. Recommendation to award the University of Delaware Medal of Distinction;
- 3. Recognition of gifts to the University;
- 4. Approval of permanent program status for the BS in Applied Mathematics;
- 5. Disestablishment of the MA in Agricultural Education;
- 6. Approval of personnel actions (named professorships and promotion and tenure);
- 7. Approval of undergraduate tuition rates for FY 2022;
- 8. Approval of student comprehensive fee;
- 9. Approval of student center fee;
- 10. Approval of student wellbeing fee;
- 11. Approval of scuba fee;
- 12. Approval of dining plan rates;
- 13. Approval of residence hall rates;
- 14. Approval of the Endowment Spending Rate of \$4.10 in FY 2022;
- 15. Approval of revisions to the University of Delaware Bylaws; and
- 16. Approval for the President of the University to confer degrees at the Spring Commencement ceremonies of May 28-29, 2021.

IX. OTHER MATTERS

X. ADJOURNMENT

XI. APPENDICES

- A. Minutes of the December 8, 2020 Meeting of the Board of Trustees**
- B. Resolution to recognize gifts to the University**
- C. Faculty Personnel Actions**
- D. Revised University of Delaware Bylaws**



**TRUSTEE COMMITTEE
ON
GROUNDS AND BUILDINGS**

MAY 3, 2021

MINUTES

The Committee on Grounds and Buildings held a meeting on Monday, May 3, 2021 via Zoom, which began at approximately 1:00pm.

COMMITTEE MEMBERS PARTICIPATING:

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

EXCUSED:

John Paradee; John Cochran

FACULTY REPRESENTATIVE:

Chris Williams

STUDENT REPRESENTATIVES:

Deborah Drain; Lauren Mosesso; and Caroline Klinger

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; Marci Hutton, Director of Planning and Project Management, FREAS; Daniela Ivancikova, Associate General Counsel; Peter Krawchyk, Vice President, FREAS and University Architect; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; Greg Oler, Vice President for Finance; 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 November 4, 2020.

CALL TO ORDER:

Mr. Borel called the meeting to order at approximately 1:01pm and welcomed all in attendance.

PRESIDENT'S UPDATE:

Dr. Assanis opened his remarks to the Committee with a review of the efforts to ensure community health and safety. Nearly 7,000 surveillance tests for COVID-19 have been administered each week, and over the past two weeks the positivity rate from those tests was 0.3%. The University also requires a daily health screening for anyone visiting campus, and approximately 5,000 health screenings are completed daily. Dr. Assanis shared that through an optional survey, the University has learned that many members of the faculty, staff and student communities have already received partial or full vaccination, and the overwhelming majority of those surveyed are open to an opportunity to receive the vaccine on campus if made available.

Dr. Assanis next presented on the academic success of the past year, including a strong four-year graduation rate of 73%, and he shared ambitions to increase that percentage up to 75% and then 80% in the coming years. He highlighted the strong retention of students from fall to spring semester. Approximately 96.5% of students were retained, which is a figure higher than experienced in pre-pandemic reporting.

Dr. Assanis reviewed the successes of our student-athletes in their athletic competitions as well as academic successes. He further informed the Committee of plans to celebrate both the Class of 2021 and 2020 through a series of smaller, in-person Commencement ceremonies over the course of May 28-30, 2021. Dr. Assanis also reviewed the budget projections for fiscal year 2021 and reminded the Committee that the initial budget deficit for the year was approximately \$80.2M. Through the success of mitigation efforts and additional external funds, the current projection estimates shortfall for fiscal year 2021 at \$13M.

Dr. Assanis reported on progress of the capital campaign and informed the Committee that May 5th is I Heart UD Day. He thanked the board members for their support and generosity.

Moving to the upcoming fall semester, Dr. Assanis described the Administration's goal to return to full occupancy in the residence halls and return to most in-person activities previously found on campus. Dr. Assanis reported that research at the University grew again this year, despite a phased return to in-person research activity. Currently, Research is approximately 67% back on-campus, and the goal is to reach 85-100% activity soon.

Dr. Assanis informed the Committee that the University is strongly encouraging vaccines for all members of the campus community, as it will be a key

component to returning to a vibrant campus experience. The Administration is also considering whether to mandate vaccinations for students, and Dr. Assanis noted that nearly 200 institutions have already established a requirement. The American College Health Association has also encouraged vaccinations for students. Dr. Assanis noted that if the University were to consider a mandate, there would be avenues for religious or medical exemptions. He further spoke to the ongoing costs of running surveillance testing and invited the Committee to think about how those resources could be deployed differently if testing were no longer necessary.

Dr. Assanis reviewed plans for face-to-face instruction for the fall semester, the return to study abroad, and encouraging trends in both undergraduate and graduate applications and deposits. He noted that it will be a collective effort to yield the incoming class and that prior models of summer melt may not be reliable for this upcoming summer.

Dr. Assanis updated the Committee on the fiscal year 2022 budget planning and shared his cautious optimism. Projections currently estimate fiscal year 2022 ending somewhere between a \$3M surplus and a \$30M deficit. Contributing factors include the size of the incoming first-year class, residence housing capacity and containing non-salary spend.

In closing, Dr. Assanis provided a brief update on the University's Middle States Commission on Higher Education re-accreditation process. He noted several listening sessions in the coming weeks and invited Committee members to participate if interested.

Mr. Borel asked if Dr. Assanis could expand on the decision-making process around where to allow study abroad, and Dr. Assanis asked Dr. Morgan to respond. Dr. Morgan expanded on the offerings in the near term as well as changes being made in terms of in-country travel limitations and the level of staff support for each group.

FOR INFORMATION:

Mr. Long opened the presentation to note that the presentation would include several informational updates. Mr. Krawchyk began with an update regarding the train station on STAR Campus and reminded the Committee that the project is not a University project. The project is currently operating under its first phase and will continue to be monitored by the Administration.

Ms. Hutton provided an update on the fiscal year 2022 and 2023 capital plans. She noted that the next year is the most concrete and the plans beyond the next year will be contingent on the availability of funds as well as other capital needs. Ms. Hutton next reviewed the progress on the McKinley Laboratory replacement and shared the evolution of the project timeline. Currently, the replacement project is scheduled to begin either in summer 2021 or 2022. Ms. Hutton noted

the expected cost implications should the project be delayed until 2022. Mr. Long added context to the current increases in material costs, in some instances material costs have increased as much as 300%. He noted that the consequences of supply chain interruptions caused by the pandemic will continue to be experienced in the near-term.

Dr. Puglisi observed that the funding for this project appears to have been identified through a combination of bond issuance and reallocation of deferred maintenance funding, pending Board approval. He suggested that based on his calculations there was approximately \$25M unaccounted for to complete this project, and Mr. Long agreed with his assessment, with the caveat that the project has not yet gone through a bid process with a guaranteed maximum price. Dr. Assanis noted the importance of this building for programmatic purposes and stated that there is an additional cost to deferring the construction in terms of not having the facility available. Dr. Morgan added the role this building will play as an interdisciplinary building in the center of campus and emphasized the morale boost it will bring when completed.

Mr. Borel asked for additional information around next steps, and Ms. Hutton spoke to the funds already approved by the Committee to engage in building design and demolition. If the decision is made to start this summer, the Administration will seek to rebid the design and demolition within the funds already approved. If unable to do so, it will return to the Committee for approval. Following that step, the Administration would return to the Committee for approval to begin the construction of the new building with a firm bid. Ms. Hutton noted that if the schedule moves forward as planned, it is expected that a recommendation would be made early next year, in February or March 2022.

Ms. Hutton next reviewed the status of three significant capital projects. The Whitney Athletic Center is considered complete, and final punch list items are being resolved at this time. The Wellbeing Center at Warner Hall is similarly complete and attending to punch list items. The Drake Laboratory Addition, a project funded by State dollars, is still underway and is anticipated to be completed August 2022. Ms. Hutton added that after reviewing the total portfolio of ongoing projects, projections indicate a surplus of \$1M.

Ms. Klinger asked when the Wellbeing Center at Warner Hall would be open for student use, and Dr. Riera responded that staff are beginning to relocate to the facility now and a full opening is planned for the beginning of the fall semester.

PUBLIC PRIVATE PARTNERSHIP UPDATE:

Mr. Long reviewed the history of exploration of a public-private partnership to build student housing. The exploration began prior to the pandemic, and the team conducted a study to understand whether there was a market for additional student housing through a public-private partnership. The initial, positive report was received in January before the pandemic emerged with a recommendation

to build at the Conover site. During the following months, the Administration engaged in a RFQ and RFP process and winnowed the number of potential partners from 10 down to 4. Following a thorough review, the Administration agreed that none of the proposals were sufficiently beneficial to the University and its students to proceed. Mr. Long emphasized the importance of the partnership in these types of projects and noted that the Administration did not see the necessary value to proceed. As a result of this process, it was identified that the current housing master plan is dated and requires a refresh. Mr. Long noted that different housing needs may come before the Committee in the future as a result of that process.

Mr. Borel added that he and Dr. Puglisi were briefed as this project unfolded and reiterated that the process was rigorous and the decision not to move forward was a wise one. Dr. Puglisi agreed with the summary.

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 1:50pm 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 AND FACULTY COMMITTEE
ON
HONORARY DEGREES AND AWARDS**

MAY 4, 2021

MINUTES

The Committee on Honorary Degrees and Awards held a meeting on Tuesday, May 4, 2021 via Zoom, which began at approximately 1:00pm.

COMMITTEE MEMBERS PARTICIPATING:

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

COMMITTEE MEMBERS EXCUSED:

None

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Jim Dicker, Vice President for Development and Alumni Relations; Robin Morgan, Provost; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of November 2, 2020.

RESOLUTIONS FOR APPROVAL:

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

1. **RESOLVED**, that the following individual, as a member of the Honorary Degree Class of 2021, is recommended to the Board of Trustees to receive an Honorary Degree: Dr. Daniel Rich.
2. **RESOLVED**, that four individuals have been recommended for approval to receive the University of Delaware Medal of Distinction.

CALL TO ORDER:

Ms. Norris called the meeting to order at approximately 8:31am and welcomed all in attendance. She noted the recent virtual event where Bebe Coker was honored with the University's Medal of Distinction.

COMMENCEMENT UPDATE:

Ms. Brand provided an update to the Committee on plans for celebrating the Class of 2021 as well as the Class of 2020. Based on student surveys and discussions with student leaders from the Class of 2021, the University is planning a series of smaller, in-person Commencement ceremonies with limited guest tickets. These ceremonies will be organized by college and occur over May 28 and 29, 2021. The Class of 2020 will be welcomed back for a ceremony on Sunday, May 30, 2021, with limited guest tickets. Ticketing is still open, and interest appears strong across all five ceremonies.

In order to adhere to public health guidelines, all ceremonies will include measures to minimize risk of virus spread, including social distancing and the wearing of masks. In lieu of a print program, a digital program is being designed.

All ceremonies will include individual graduate recognition, which traditionally has not taken place at the Commencement ceremony. It is anticipated that each ceremony will last between two and three hours.

At this time, the Committee considered Daniel Rich as a recipient for the University of Delaware Honorary Degree. On a motion made and seconded, Dr. Rich was recommended to receive the University of Delaware Honorary Degree.

MEDAL OF DISTINCTION PRESENTATION PLANS:

Ms. Brand described the recent virtual lecture given by Bebe Coker and noted that following her lecture, she was surprised by her daughter and Trustee Joan Coker with the University of Delaware Medal of Distinction. Dr. Morgan noted the quality of the lecture and question and answer components of the event and expressed that the event was well received. Ms. Brand also acknowledged the strong interest from the community, with over six hundred registrants and over four hundred in attendance.

The Committee next reviewed the names of individuals identified to receive the University's Medal of Distinction and plans to award the medals at future events in the coming year. It was agreed that bestowing the honor in person was preferable to a virtual event, where possible.

REVIEW OF CANDIDATES FOR MEDALS OF DISTINCTION:

The Committee held a robust discussion of additional individuals who might receive the University's Medal of Distinction. Several individuals were identified and recommended along with potential presentation opportunities.

The Committee also encouraged a review of the pipeline of candidates for this honor.

REVIEW OF CANDIDATES FOR HONORARY DEGREES:

The Committee reviewed previous honorary degree recipients as well as several candidates for future recognition. The Committee identified several candidates

for recognition and suggested several strategies to identify additional future candidates.

OTHER MATTERS:

Ms. Norris noted the wide-ranging discussion and thanked all for their thoughts and contributions. She also thanked the members of the faculty participating on the Committee for their contributions over this challenging year in support of the University and its students.

ADJOURNMENT:

With no further business, the meeting was adjourned at approximately 10:01am.

APPROVED:

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

Debbie Hess Norris
Chair



**TRUSTEE COMMITTEE
ON
PUBLIC AFFAIRS AND ADVANCEMENT**

MAY 4, 2021

MINUTES

The Committee on Public Affairs and Advancement held a meeting on Tuesday, May 4, 2021 via Zoom, which began at approximately 11:00am.

COMMITTEE MEMBERS PARTICIPATING:

Terri Kelly, Chair; I.G. Burton III; Joan Coker; Claire DeMatteis; Bill DiMondi; Kathleen Hawkins; Guy Marcozzi; Claudia Peña Porretti; Donald J. Puglisi; John Cochran; and President Dennis Assanis

FACULTY REPRESENTATIVES:

Charles Boncelet and Chris Williams

STUDENT REPRESENTATIVES:

Akshay Bhosale; Maxwell Hope; Mia Carbone; John Cohill

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, Development and Alumni Relations Operations; Robin Morgan, Provost; 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; 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 November 2, 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 Spring 2021 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 11:01am and welcomed all in attendance.

PRESIDENT'S UPDATE:

Dr. Assanis opened his remarks with an update to the Committee on efforts to protect the health and safety of the community over the past semester. He noted that the University has conducted 7,000 surveillance tests each week with a recent positivity rate of 0.3%. The University also conducted a voluntary survey to learn about vaccination status and learned that a majority of the community have received at least one administration of a COVID-19 vaccine and the community also expressed interest in taking advantage of an on-campus vaccination event if offered. Dr. Assanis also shared that the Faculty Senate met and voted to endorse a mandatory vaccine for students with allowable exemptions for medical or religious reasons. Dr. Assanis spoke to the positive goal of reaching herd immunity for the campus community. If reached, the significant investments being made in surveillance testing may be available to utilize elsewhere. The University continues to adhere to public health protocols. These efforts have allowed for an increase in campus activity, and Dr. Assanis expressed his optimism that more face-to-face instruction and concentration will be possible in the fall.

Dr. Assanis informed the Committee of several notable metrics of student success, including a four-year graduation rate of 73%, and a fall to spring retention rate of 96.5%, which is higher than experienced in pre-pandemic years. Dr. Assanis further shared the goal to increase the four-year graduation rate from 73% up to 75% and 80% in the next five to ten years. Student-athletes have had a remarkable spring semester with accomplishments both academically as well as in their athletic competitions.

Next, Dr. Assanis outlined the strategy for celebrating the Class of 2020 and Class of 2021 this month through a series of Commencement ceremonies at Delaware Stadium. He expressed his excitement for these ceremonies and the opportunity to celebrate our students.

Dr. Assanis reviewed the budget mitigation strategies taken over fiscal year 2021 and reported to the Committee that the initial budget deficit of \$80.2M has been reduced to a new projection of \$13M. This positive development was made possible through a combination of cost mitigation strategies as well as support from State and Federal funds. Dr. Assanis also reviewed early budget projections for fiscal year 2022 and noted that there were still challenges ahead. Early projections range between a surplus of \$3.3M and a deficit of \$30M.

Dr. Assanis next presented on fundraising successes in recent years, including over \$75M in fundraising this fiscal year, and informed the Committee that the next day is I Heart UD Day, and he encouraged all to participate in supporting the University.

Moving to the fall semester, Dr. Assanis described plans to return to a much more populous campus experience alongside an increase in face-to-face instruction. Current projections are calculated to include approximately 73% of courses in a hybrid or face-to-face format, which includes 6-foot distancing within classrooms. As conditions improve, it is expected that face-to-face instruction opportunities will further increase.

Dr. Assanis provided an update on applications and deposits for the incoming class. Applications reached a record number this year for undergraduates, and the University was recently recognized by Money Magazine as #11 in the country in value, especially for those with an admittance rate above 50%. Dr. Assanis recognized growth in offers of admission to Delawareans and Honors College applicants. He shared that deposits among Black and Latino students were up 30% and 23%, respectively. Projections currently estimate an undergraduate class of approximately 4,400 students. Ms. Kelly asked whether the increase in Delawareans was overweight to any one county, and Dr. Assanis shared that the increase was disproportionate to New Castle County. That said, the University has worked with schools and families in Kent and Sussex County to increase the number of applications received. Mr. Cochran asked about the size and capacity of the Honors College, and Dr. Morgan noted that the University is exploring ways to accommodate additional qualifying students to the program as well as making an effort to increase diversity within the Honors College. Graduate applications also reached a new record, up 19% from 2020. Dr. Assanis noted recent changes, including the formation of the Graduate College and resetting tuition rates, as possible contributing factors. Domestic under-represented minority applications grew 38% from the prior year.

Dr. Assanis updated the Committee on the Middle States Commission on Higher Education re-accreditation process, noting that a visit from the leader of the review team would take place over the summer and a site visit from the evaluation team would take place in the fall.

Dr. Assanis next reported on the Administration's review and update of the strategic plan. These aspirational discussions are being held to refresh the plan as well as to identify meaningful goals, action steps and metrics for evaluation. Ms. Kelly asked when opportunities would be available for board members to participate in the planning process, and Dr. Assanis shared there would be several opportunities to participate in open forums with the community.

Ms. DeMatteis asked whether there were identified cost savings over the course of the pandemic that the University expects to persist, and Dr. Assanis responded that there are likely to be changes in travel as a result of learning to operate via video conference as well as potential savings with regard to hiring of external consultants.

FEDERAL LEGISLATIVE UPDATE:

Ms. Anderson opened her remarks with a review of the American Rescue Plan and shared that the final amount that will come to the University is approximately \$31.675M. Half of these funds are directed toward institutional aid and the other half to student grants. She also noted approximately \$90M in federal funding that will go toward NIIMBL.

For fiscal year 2022, the University submitted 24 requests spanning ten of twelve appropriations bills. The House deadline was April 16, and the Senate's deadline has not been established. Ms. Anderson also reviewed the fiscal year 2022 community projects requests and while the University submitted several requests, none were advanced. Ms. Anderson explained the purpose of the grants as well as the types of proposals the University competed against and noted many of the requests advanced were in support of smaller programs that did not have a similar track record of success in securing federal grants.

Ms. Anderson also reviewed the additional legislative items that were expected for the year and welcomed any questions from the Committee.

STATE AND LOCAL LEGISLATIVE UPDATE:

Mr. Ruggerio provided an overview of issues expected to be addressed during the current legislative session, including the possibility of an increase of the minimum wage, legalization of marijuana and additional gun control legislation. Current legislation with a direct impact on the University includes legislation relating to prevailing wage, livestreaming of board meetings, and updates to the Freedom of Information Act. Mr. Park noted there are also current legislation relating to the expansion of the SEED program and legislation to provide in-state tuition for the children of members of the military and foster care waiver

legislation. Mr. Sannini asked what the impact these tuition programs would have in terms of number of students, and Mr. Park noted we already have a policy to support these students and it is a limited impact.

Ms. DeMatteis asked how strongly the Administration is considering a student mandate for vaccinations, and Dr. Assanis responded that it is being seriously considered.

Ms. Olsen provided an update on local government and reported that she is working closely with the local community and businesses to support Newark and Main Street as it is a strong component of campus life. It appears that pandemic restrictions are poised to be lightened into the summer, and there is an interest in continuing to work together to protect the health and safety of the community.

Mr. Ruggerio noted in closing that the Governor has a scheduled press conference for later in the day, and it is expected that pandemic restrictions will be lightened in some cases.

DEVELOPMENT AND ALUMNI RELATIONS UPDATE:

Mr. Dicker provided an update to the Committee on giving levels in terms of raised funds and numbers of donors, as well as giving over recent years. As a result of the pandemic and budget mitigation measures, Mr. Dicker shared that the current staff is a smaller headcount than prior years. He acknowledged that it is not necessarily a negative result. Mr. Dicker also reviewed the breakdown of cash versus fundraising and noted that this year will result in the second highest amount of cash raised.

Mr. Dicker next reviewed progress against departmental goals, noting that the division is on pace to meet its fundraising goal of \$80M and the stretch goal of 30,000 donors is currently a trailing target. One of the University's largest donor acquisition days is I Heart UD Day, scheduled tomorrow, and this should result in growth toward the donor target. Mr. Dicker also reviewed progress in qualifying new donors. The division instituted a new segmentation strategy which appears to be adding value. Lastly, the division is working on supporting programming related to diversity, equity and inclusion.

In reviewing year to date frontline activity for fiscal year 2021, contacts and meetings have grown although there have been no face-to-face meetings. A shift in the proposal strategy has also resulted in a higher proposal success rate as well as larger dollar amounts received.

Mr. Dicker next spoke to the future of the division and reviewed past practices prior to the pandemic, steps taken to mitigate expenses during the pandemic, and plans for the future. The division is considering four factors in developing its strategy: the 2030 vision, a Development and Alumni Relations three-year plan, the market and talent. All of these factors are being reviewed with a commitment

to efficiency. Mr. Dicker reviewed the 2030 vision as well as the plans in the three-year timeline to meet the goals of the campaign extension, as well as conduct post-campaign planning to maintain momentum. Ms. Kelly asked whether we would still celebrate the success of meeting the initial campaign goal of \$750M given the decision to postpone the event during the pandemic, and Mr. Dicker recommended the University hold an event to celebrate those who contributed to the success as well as to position the new objectives and goal to encourage participation. Mr. Dicker next reviewed ways in which the philanthropic market is changing and how the division plans to respond to those changes in its structure and strategy. One change is that the division is benchmarking specific key performance indicators against peer institutions, which allows for greater impact.

Mr. Sannini asked about data integrity, given the importance of quality data when using data in a predictive system, and Ms. Long responded that the division uses historic data in combination with other data that can be purchased from external sources to model wealth and prospect management. Dr. Assanis reiterated the value of quality data and shared an anecdote of a recent meeting with a donor that articulated the ways the market is changing.

REPORT FROM THE OFFICE OF COMMUNICATIONS AND MARKETING:

Mr. Carter opened his remarks with a review of activities to finish the spring semester as well as build excitement for the fall semester. One of the key activities for the spring is supporting Commencement exercises for both the Class of 2020 and 2021 in coordination with the University Secretary's office. The President's Report was also recently finalized and published digitally with targeted advertising and distribution. Alongside targeted initiatives, messaging continues to emphasize health and safety of the community.

Mr. Carter provided an overview of paid efforts and promotions in recent months and explained the data-driven approach to engaging in targeted promotions. One area the University has leveraged is optimizing the impact of having an alumnus elected as the President of the United States. This has been an opportunity to tell the story of the impact of a University of Delaware education given the connections to the University from President Biden and Dr. Biden.

Mr. Carter next provided additional information on the creation and distribution of the President's Report. He noted that the report was sent to approximately 1,500 higher education leaders at top institutions nationwide. Further, targeted advertisements were placed in higher education press and strategic locations. These advertisements appear to have yielded increases in page views compared to the year prior. Ms. Kelly acknowledged this significant increase in outreach and asked how these efforts might influence external rankings and ratings. Mr. Carter responded that these efforts were timed in coordination with the distribution of surveys for external rankings and ratings, and while the University

is not unique in trying to advertise in this way, it helps broadcast the good work of the University.

Mr. Sannini asked about the recent news coverage of rankings manipulation at a nearby institution, and Ms. Remmler noted the checks and verifications in place to prevent a similar outcome, as well as the importance of data integrity to ensure the data being reported accurately reflect reality. Dr. Morgan provided additional context on the situation and indicated that the University was quick to review its own practices and confirmed it would be difficult to have a similar manipulation of data at the University given the systems in place to verify reported data.


Mr. Carter next discussed the ways in which the pandemic has changed and accelerated certain areas of work and outlined strategies to bring the University to life in a digital environment. Mr. Carter also describe efforts to create a center of excellence where financial and human resources are aligned with strategies and priorities that have a coordinated impact for the University. In closing, Mr. Carter also reviewed the ways the team is positioning the University with regard to affordability, quality, trust and impact.

Ms. Kelly asked whether there are efforts to broadcast the success of deans to their peer groups similar to the marketing of the President's Report, and Mr. Carter responded that there are similar efforts at a different scale.

ADJOURNMENT:

With no additional business, the meeting was adjourned for an executive session at approximately 12:48pm.

APPROVED:

A handwritten signature in dark ink, reading "Terri L. Kelly". The signature is written in a cursive, flowing style. The first name "Terri" is written with a large, looped 'T'. The middle initial "L." is written in a smaller, simpler script. The last name "Kelly" is written with a large, looped 'K' and a trailing flourish.

Terri Kelly, Chair

RESOLUTIONS July 1, 2020 – December 31, 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;
Aramark (CP)	\$ 10,885,000.00	Business and Economics: University Wide	Aramark Scholars Program; Restricted Support for Presidential Priorities
Unidel Foundation, Inc. (FP)	\$ 10,124,358.00	University Wide	Biological Mass Spectrometry; Field Robotic Systems; Climate Science and Policy Hub; Delaware Teaching Fellows Program; UD-State Research Alliance; Photoacoustics Ultra Micro-Imaging; Electron Beam Evaporator; Neuroscience Graduate Program; Unidel Distinguished Graduate Scholars Program; Eugene du Pont Memorial Distinguished Scholars; Scaling Entrepreneurship Lab Program
Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)	\$ 5,200,000.00	Arts and Sciences; Business and Economics; Health Sciences	Donald J. Puglisi and Marichu C. Valencia Music Enrichment Fund; James B. O'Neill CEEE Faculty and Staff Support Fund; Maggie E. Neumann Health Sciences Research 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;
H. Fletcher Brown Trust (TC)	\$ 1,390,727.66	University Wide	H. Fletcher Brown Trust
Mr. Donald B. Brown ('72/EG)	\$ 1,000,000.00	Engineering	Donald B. Brown and Mardi Harrison Opportunity Scholarship
Dr. Daniel L. Chester (RF)	\$ 1,000,000.00	Engineering	Daniel L. Chester Student Enrichment Fund
Ms. Mary Sturges Dodge ('73/AS) and Dr. Thomas A. Evans (FS)	\$ 1,000,000.00	University Wide	Sturges, Robert and Susan Dodge and Thomas Evans Delaware Environmental Institute Graduate Fellowship
Mr. David A. Plastino ('78/AS)	\$ 1,000,000.00	Arts and Sciences	David A. Plastino Scholars
Mrs. Catherine E. Faller ('58/EHD) and Dr. James G. Faller ('62/EG)	\$ 918,000.00	Arts and Sciences; Education and Human Development; Engineering; Health Sciences	George and Joan Faller Scholarship; Ioannis and Sophia Eliades Scholarship in Math and Physics; Catherine Eliades Faller Scholarship; James and Catherine Faller Scholarship; Catherine and James Faller Health Sciences Scholarship
Phillip E. and Carole R. Ratcliffe Foundation (CP)	\$ 745,000.00	Business and Economics; Earth, Ocean and Environment	Ratcliffe Eco-Entrepreneurship Fellows Program

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;
Mr. John R. Felten ('64/EG)	\$ 500,000.00	Athletics; Engineering	John R. Felten '64 Baseball Support Fund; John R. Felten '64 Chemical Engineering Support Fund; John R. Felten '64 Chemical Engineering Graduate Fellowship
Mr. Kenneth C. Shelin, Jr. ('61/EHD)	\$ 500,000.00	Arts and Sciences	Department of Theatre
Open Up Resources (FP) [Mrs. Jessica R. Sliwerski (FR)]	\$ 455,000.00	Education and Human Development	Bookworms Project Support Fund
Treco Foundation (FP) [Douglas A. Treco, Ph.D. ('79/AS) and Mrs. Catherine A. Treco (FR)]	\$ 450,000.00	University Wide	Gloria Abromson Treco Scholarship
Mr. Brian Bennett (FR)	\$ 315,000.00	Morris Library	University Museums
DE Council on Economic Education (OO)	\$ 300,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Ms. Heather Smith Linton ('76/AS)	\$ 300,000.00	Arts and Sciences	Department of Philosophy
Edward C. Davis Trust (TC)	\$ 279,283.36	University Wide	Edward C. Davis Trust
Anonymous Friend (AF)	\$ 255,000.00	University Wide	McNair Scholars Program Support in STEM-related Fields

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;
Mr. Daniel J. Boyce (PA) and Mrs. Shelley Boyce (PA)	\$ 250,000.00	University Wide	Boyce Family Fund for Student Mental Health and Wellbeing
Crystal Trust (FP)	\$ 250,000.00	University Wide	Warner Hall Renovation
Ms. Donna M. Fontana ('85/BE)	\$ 250,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Mr. Charles W. Horn ('75/AS) and Mrs. Patricia A. Horn (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Kelly Family Foundation Fund-CFJ (FF) [Mrs. Terri L. Kelly ('83/EG) and Mr. John B. Kelly ('83/BE)]	\$ 250,000.00	University Wide	Kelly Family Wellbeing Fund; Warner Hall Renovation
Krishna Vaddi, Ph.D. (FR) and Mrs. Lakshmi Vaddi (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Delaware Atlantis Foundation (FP) [two Anonymous Alums (AA); Anonymous Trustee (AE)]	\$ 235,000.00	Agriculture and Natural Resources; Health Sciences	Carvel Greenhouse Construction Project; Entomology and Wildlife Conservation; Apiary Program; GoBabyGo! Program
Mrs. Sandra L. Burgoon (FR)	\$ 204,392.70	Business and Economics; Engineering	Sandra L. Burgoon and Jules J. Schwartz Scholarships in Business and Economics and Mechanical Engineering
MedImmune, Inc. (CP)	\$ 200,000.00	University Wide	Biopharmaceutical Innovation Program

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;
Independence Prosthetics-Orthotics (CP) [Mr. John R. Horne ('94/AS)]	\$ 180,000.00	Health Sciences	Independence Prosthetics-Orthotics Graduate Education Fund
Mr. Terry F. Neimeyer ('77/EG) and Mrs. Mary L. Neimeyer ('77/BE)	\$ 150,000.00	Engineering	Terry F. Neimeyer Scholarship
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 144,000.00	Arts and Sciences	Calidore String Quartet
Ms. Lyn B. Arnold ('77/AS)	\$ 125,000.00	Arts and Sciences; University Wide	J. L. Miller Internship in Journalism; Lyn B. Arnold Study Abroad Scholarship
Dr. Sharon L. Brittingham ('70/AS)	\$ 120,000.00	Education and Human Development	Sharon L. Brittingham Faculty Support Fund
Elizabeth V. White Trust (TC)	\$ 112,587.04	University Wide	Elizabeth V. White Trust
American Chemical Society - PRF (OO)	\$ 110,000.00	Earth, Ocean and Environment	Dr. Andrew Wozniak's Research Project: Implications for Sulfurization in Salt Marshes ACS
Mrs. Patricia A. Cochran (FR) and Mr. John R. Cochran III (TR)	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support 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;
Collins Charitable Foundation (FP) [Mr. John R. Collins ('80/BE) and Mrs. Margaret P. Collins ('80/AS)]	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Discover Financial Services, Inc. (CP)	\$ 100,000.00	University Wide	Small Business Development Center
Donald L. Gouge, Jr., Esq. ('80/AS)	\$ 100,000.00	Athletics	Men's Basketball Excellence Fund
Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)	\$ 100,000.00	Athletics	Student-Athlete Health & Wellbeing
Mr. Vance V. Kershner ('79/EG)	\$ 100,000.00	Engineering	College of Engineering Remote Education Initiative
Mr. Wayne E. McCabe ('57/EG)	\$ 100,000.00	Engineering	Wayne E. McCabe Charitable Gift Annuity for Mechanical Engineering
Ms. Rosalia Miranda (FR); Mr. G. Willy Miranda, Jr. ('70/AS) and Mrs. Stacey P. Miranda (FR)	\$ 100,000.00	Athletics	Willy Miranda Family Baseball Fund
Norwalt (CP) [Michael B. Seitel, P.E. ('87/EG) and Mrs. Julie E. Seitel (PA)]	\$ 100,000.00	Engineering	Design Studio in Mechanical Engineering
Mr. Robert W. Smith ('84/BE) and Mrs. Teresa O. Smith ('83/EHD)	\$ 100,000.00	Education and Human Development	Teachers for Tomorrow Program 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;
Tides Foundation (FP)	\$ 100,000.00	Education and Human Development	Computer Science Professional Development for Educators
Mr. David L. Warnock ('80/AS) and Ms. Michele Speaks (FR)	\$ 100,000.00	University Wide	Youth Entrepreneurship Program
Dr. Wayne C. Westerman ('99/EG)	\$ 100,000.00	Engineering	Westerman Family Graduate Research Fund
Mrs. Jacqueline Winn-O'Neill ('01/AS) and Dr. James B. O'Neill (RF)	\$ 100,000.00	Athletics	Dorothy V. O'Neill Memorial Women's Basketball Scholarship
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 COMMITTEE
ON
ACADEMIC AFFAIRS**

MAY 4, 2021

MINUTES

The Committee on Academic Affairs held a meeting on Wednesday, May 4, 2021 via Zoom, which began at approximately 2:00pm.

COMMITTEE MEMBERS PARTICIPATING:

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

EXCUSED:

Joan F. Coker

FACULTY REPRESENTATIVES:

Charles Boncelet; Chris Williams

STUDENT REPRESENTATIVES:

Kasiyah Tatem; Samantha Bingaman

ADMINISTRATORS AND OTHERS PRESENT:

Karen Aniunas, Associate Provost and Chief of Staff; Jen Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Vice President and University Secretary; Fatimah Conley, Interim Chief Diversity Officer; 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; Charlie Riordan, Vice President for Research, Scholarship and Innovation; Louis Rossi, Vice Provost and Dean, Graduate College; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of November 4, 2020.

RESOLUTIONS:

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

1. **WHEREAS**, the Department of Mathematical Sciences in the College of Arts and Sciences has provisionally offered a successful program for the BS in Applied Mathematics, enrollment in which has grown each year, and

WHEREAS, the National Research Council has called for training more mathematical scientists who understand the role of the mathematical sciences in the wider world of science, engineering, medicine, defense, and business, and

WHEREAS, the Applied Mathematics program requires deep training in mathematics as well as achievement of a minor in one of twenty-one minors overseen by other departments, and

WHEREAS, no new courses were created for, nor new resources devoted to, the Applied Mathematics program, and departments that host the approved minors do not report an undue burden as a result of the program, and

WHEREAS, the Applied Mathematics degree is an exemplar of fostering multidisciplinary individuals who can bring knowledge from one area to make an impact in another;

WHEREAS, the Faculty Senate recommends permanent program status approval for the Bachelor of Science in Applied Mathematics, and

WHEREAS, the Administration also recommends permanent program status approval for the Bachelor of Science in Applied Mathematics,

NOW THEREFORE, BE IT RESOLVED, that the Committee on Academic Affairs recommends for approval to the Board of Trustees permanent establishment of the Bachelor of Science in Applied Mathematics.

2. **WHEREAS**, the College of Agriculture and Natural Resources (CANR) no longer has students enrolled nor adequate demand for the Agricultural Education MA (AGED-MA), and

WHEREAS, CANR faculty who taught requisite courses for the AGED-MA have retired without replacement, and

WHEREAS, CANR is no longer offering courses required for the AGED-MA, and

WHEREAS, there is an alternative and desirable path to becoming an Ag Ed teacher in Delaware via the Alternate Route to Certification program offered by the College of Education & Human Development, and

WHEREAS, the Faculty Senate recommends disestablishment of the AGED-MA, and

WHEREAS, the Administration also recommends the disestablishment of the AGED-MA,

NOW THEREFORE, BE IT RESOLVED, that the Committee on Academic Affairs recommends for approval to the Board of Trustees the disestablishment of the MA in Agricultural Education.

3. **BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the May 4, 2021 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 2:01pm and welcomed all in attendance.

PRESIDENT'S REMARKS:

Dr. Assanis opened his remarks with a recognition of all those who have supported the health and safety of students and the community over the past year. Nearly 7,000 COVID-19 tests are being run each week on or near campus, and campus positivity rates have been much lower than the broader community. Nearly 5,000 daily health screens are being completed each day, showing an increase in activity on campus.

Dr. Assanis provided additional information on the academic continuity this year. The four-year graduation rate is at 73% and the fall-to-spring persistence for this year was 96.5%. Research also continues to return to campus, and even with limited on-campus activity the amount of research at the University continues to grow.

Dr. Assanis reviewed progress in mitigating the fiscal year 2021 budget deficit, and the revised deficit for fiscal year 2021 is now estimated at \$13M, down from the February estimate of \$80.2M. This positive progress is driven by better than anticipated non-personnel savings, university emergency and additional savings.

Looking forward to the fall, Dr. Assanis reviewed the plans for full capacity in residence halls, return of fall sports and intermural and at least 73% of undergraduate classes being held in an in-person or hybrid format. Dr. Assanis also reviewed the growth in applications for both undergraduate and graduate programs. Given the application growth, Dr. Assanis shared the objective to yield students for the fall.

Dr. Assanis informed the Committee that projections for fiscal year 2022 provide a cautious optimism, with ranges between a surplus of approximately \$3M to a deficit of approximately \$30M. Contributing factors include the density of the residence halls, a planned increase in tuition and the size of the student body.

In closing, Dr. Assanis provided a brief update on the University's re-accreditation process and the refresh of the University's strategic plan.

PROVOST'S REMARKS:

Dr. Morgan provided an overview of the agenda for the Committee's information. Dr. Morgan acknowledged Dr. Kinservik for his work over the past year, especially with regard to his leadership on acknowledging issues of faculty inequities over the course of the pandemic. The University's work in this area is being recognized nationally as others address this issue.

Based on questions received from Committee members, Dr. Morgan provided updates on the University's healthcare-related education efforts, an update on the AACSB accreditation, and explanations of several academic terms. Dr. Morgan also noted that the Administration is exploring how to present key performance data to share as a dashboard with the Committee.

Mr. Wang asked whether the University was considering a medical school or some type of medical technology institution in relation to healthcare-related efforts, and Dr. Morgan responded that there are many different potential strategies to leverage strengths and think about how to add value as a University. Dr. Assanis added additional regional contexts and shared that any novel opportunities, if supported by the Committee, may be explored in the future.

FACULTY SENATE REMARKS:

Dr. Boncelet opened his remarks to note the conclusion of his term as President of the Faculty Senate and introduced Dr. Williams as the President-Elect. Dr. Williams noted his support of the discussion of healthcare-related efforts at the University, especially as the One Health concept speaks to the ways the health of people, animals and the environment are interconnected.

Dr. Williams updated the Committee on the work of the Faculty Senate over the past year, and highlighted several necessary changes made to support the distributed nature of the University's work over the past year. There were also updates to the religious holiday policy to be more inclusive.

Mr. Cochran asked if an update could be made on the structure of the spring academic semester to move Commencement prior to Memorial Day weekend. Dr. Morgan responded that the academic calendar will be coordinated such that Commencement will always take place before June 1. Mr. Cochran also asked about the growth in student enrollment in the most recent winter session, and Dr. Morgan noted that it was in part driven by an increase in core course offerings. Should that continue, she offered that some students may choose to use winter session to accelerate time to degree.

GRADUATE STUDENT GOVERNMENT REMARKS:

Ms. Bingaman presented on current topics of focus for the Graduate Student Government (GSG), including support for a campus bikeshare program. The

GSG also continues to advocate for support of international students impacted during the pandemic, and issues related to sustainability, diversity and mental health. Ms. Bingaman also reviewed events hosted by the GSG.

STUDENT GOVERNMENT ASSOCIATION REMARKS:

Ms. Tatem informed the Committee that issues related to the pandemic were top of mind for the recent academic year. The SGA is advocating for an equitable Zoom policy for online classes as well as increasing resources for students. She reminded the Committee of the recently formed student advisory council that works alongside the University of Delaware Police Department. The SGA also continues to advocate for progress related to diversity, equity and inclusion, sustainability and mental health.

ENROLLMENT REPORT:

Mr. Morrison noted Dr. Assanis' update in his opening remarks and started with additional details regarding the incoming fall class. The deposit deadline of May 1 has been extended through June to provide students additional time to commit to the University. As of late yesterday, the number of undergraduate deposits was approximately 4,365. Mr. Morrison emphasized the importance of yield.

Ms. Fontana asked whether Mr. Morrison could speak to the increase in admitted students this year, and Mr. Morrison responded that the University took advantage of the robust applicant pool to make additional offers. The increase in offers of admissions to the University's main campus had a direct impact on the size of the Associate in Arts Program (AAP). Ms. Castellanos asked whether there is a correlation between the decrease in the size of the AAP and a reduction in applications from Kent and Sussex County, and Mr. Morrison offered that the downward trend in applications for AAP is noteworthy. In conversations with others in the State, it appears to be a result of both changing demographics as well as cannibalization from other nearby institutions that have also increased their offers of admissions. On balance, Mr. Morrison shared that the goal is to yield a class somewhere between 4,100 and 4,300 based on the target of 4,400 students.

Ms. Fontana asked about the distribution of international student admissions and whether the pandemic conditions might interfere with fall enrollment, and Mr. Morrison responded that it is premature to make a determination but the situation is being closely monitored. There may be online offerings made available for populations unable to physically relocate to campus in the fall.

Dr. Rossi provided an update on the graduate enrollment picture and noted favorable increase in number of applications as well as domestic underrepresented student applications. The University experienced strong international interest from students in countries including India, China and Nigeria. The College is doing additional research to understand factors underpinning interest in a University of Delaware education.

LOOKING AHEAD TO FALL 2021:

Dr. Okagaki informed the Committee on the strategy to develop course offerings for the fall. Faculty were encouraged to think about course delivery based on the best pedagogical methods rather than strictly on delivery format. The faculty were also prepared to accommodate a de-densified campus experience should the pandemic conditions worsen. In that event, the University is planning for a hybrid model that was previously envisioned. The goal is to prioritize face-to-face teaching to the extent possible as well as support students unable to return to campus.

Dr. Okagaki also acknowledged the unique characteristics of the incoming class and varying levels of preparedness for incoming students, including the differing ways in which their education was disrupted by the pandemic. Those challenges create a community of students that is different from prior classes and for whom additional resources may be required. Dr. Okagaki noted the collective effort to support all incoming students and ensure they are successful at the University. Ms. Fontana thanked Dr. Okagaki for her report and suggested that the Committee allocate time to review our response to support students who may need additional resources.

ADJOURNMENT:

With no additional business, the Committee adjourned its regular session meeting for an Executive Session at approximately 3:56pm.

APPROVED:

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

Donna M. Fontana
Chair

FACULTY PERSONNEL ACTIONS

1. Named Professorships

The following individuals are recommended for named professorships:

Name	Title and Department
Thomas Epps	Allan and Myra Ferguson Distinguished Chair, Chemical and Biomolecular Engineering
April Kloxin	Thomas and Kipp Gutshall Development Professor of Chemical and Biomolecular Engineering, Chemical and Biomolecular Engineering
Millicent Sullivan	Alvin B. and Julie O. Stiles Professor of Chemical and Biomolecular Engineering Chemical and Biomolecular Engineering
Dion Vlachos	Unidel Dan Rich Chair in Energy, Chemical and Biomolecular Engineering
Sunita Chandrasekaran	David L. and Beverly J.C. Mills Career Development Chair, Computer and Information Sciences
Doug Tallamy	T.A. Baker Professor, Entomology and Wildlife Ecology
Mark Moline	Maxwell P. and Mildred H. Harrington Professor of Marine Studies, School of Marine Science and Policy

2. Promotions and Tenure

The following individuals are recommended for promotion from Associate Professor to Professor (all were granted tenure previously), effective September 1, 2021.

Name	Department
Changqing Wu	Animal and Food Sciences
Kelebogile Setiloane	Behavioral Health and Nutrition
Feng Jiao	Chemical and Biomolecular Engineering
Lars Gundlach	Chemistry and Biochemistry
Dannagal Young	Communication
Clara Chan	Earth Sciences
Adrienne Lucas	Economics
Michael Arnold	Economics
Abhyudai Singh	Electrical and Computer Engineering
Rachael Hutchinson	Languages, Literatures and Cultures
Erik Thostenson	Mechanical Engineering
Rodrigo Vargas Ramos	Plant and Soil Sciences
Erin Cassese	Political Science and International Relations
Joanne Miller	Political Science and International Relations
Jennifer Biddle	School of Marine Science and Policy
Daniel Stevens	School of Music
Marie-Christine Delbeau	School of Music
Regina Wright	School of Nursing
Chiara Sabina	Women and Gender Studies

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2021.

Name	Department
Sarah Trembanis	Associate in Arts Program
Max Michael McCamley	English
William Lewis	School of Education

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2021.

Name	Department
Gang Wang	Accounting and Management Information Systems
Ryan Arsenault	Animal and Food Sciences
Brandon McFadden	Applied Economics and Statistics
Leah Palm-Forster	Applied Economics and Statistics
Wei Qian	Applied Economics and Statistics
Laura Lessard	Behavioral Health and Nutrition
Shannon Robson	Behavioral Health and Nutrition
John Crowley	Communication
Sunita Chandrasekaran	Computer and Information Sciences
Sarah Wasserman	English
Lindsay Naylor	Geography and Spatial Sciences
Jeremy Crenshaw	Kinesiology and Applied Physiology
Dominique Guillot	Mathematical Sciences
Mahya Ghandehari	Mathematical Sciences
Tara Trammell	Plant and Soil Sciences
Abdol-Razagh Oskooii	Political Science and International Relations
Jasmin Cloutier	Psychological and Brain Sciences
Lisa Jaremka	Psychological and Brain Sciences
Lauren Reynolds	School of Music
Mari Griffioen	School of Nursing

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2021.

Name	Department
Ellen Monk	Accounting and Management Information Systems
Sarah Rooney	Biomedical Engineering
Julianna Schubert	Economics
Devon Miller-Duggan	English
Zhiyin Renee Dong	Languages, Literatures and Cultures
Anna Wik	Plant and Soil Sciences
Jennifer Lobasz	Political Science and International Relations



**TRUSTEE COMMITTEE
ON
STUDENT LIFE AND ATHLETICS**

MAY 5, 2021

MINUTES

The Committee on Student Life and Athletics held a meeting on Wednesday, May 5, 2021 via Zoom, which began at approximately 10:00am.

COMMITTEE MEMBERS PARTICIPATING:

Christopher W. Baker; Allison Burris Castellanos; Michael Geltzeiler; Kathleen V. Hawkins; Nisha Lodhavia; John W. Paradee; John R. Cochran; Dennis N. Assanis

COMMITTEE MEMBERS EXCUSED:

David W. Spartin, Chair

FACULTY REPRESENTATIVES:

Fred Hofstetter

STUDENT REPRESENTATIVES:

John Cohill; Brandon Longtine; Blake Abraham; Ioannis Chremos; Siena Ferrick

ADMINISTRATORS AND OTHERS PRESENT:

Jen Becnel-Guzzo, Associate Vice President and Deputy General Counsel; Beth Brand, Vice President and University Secretary; Adam Cantley, Dean of Students; Glenn Carter, Vice President for Communications and Marketing; Fatimah Conley, Interim Chief Diversity Officer; Jim Dicker, Vice President for Development and Alumni Relations; Laura Gleason, Director, Business Operations, Student Life; 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; 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; Brent Schrader, Associate University Secretary; Jordan Skolnick, Deputy Athletic Director, External Relations and Revenue Generation

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of November 5, 2020.

CALL TO ORDER:

Mr. Cochran called the meeting to order at approximately 10:00am and welcomed all in attendance. Mr. Cochran informed the Committee that he was serving as Chair of the Committee on behalf of Mr. Spartin.

PRESIDENT'S REMARKS:

Dr. Assanis provided an update to the Committee and began with progress on maintaining community health and safety during the pandemic. The University has conducted nearly 7,000 surveillance tests each week over the spring semester and current positivity rates are much lower than the surrounding community. The University community has been diligent in adhering to health and safety provisions and in a recent voluntary survey, faculty, staff and students indicated interest in receiving a COVID-19 vaccine. Dr. Assanis shared that the University is moving to have mandatory vaccination policy for students on campus in the fall. This decision was made after considerable discussions among the senior leadership team, recommendations from the American College Health Association and the growing trend of over 200 colleges already setting a similar policy. Dr. Assanis shared that a mandatory vaccine policy may allow for a shift in surveillance testing. Current testing protocols cost approximately \$25,000 each day, and Dr. Assanis offered that these resources could be allocated elsewhere.

Student success has been a highlight over the course of the last year, and Dr. Assanis noted the four-year graduation rate of 73% as well as a 96.5% persistence rate from the fall semester to the spring. During this period of time, research at the University continued to grow despite the challenges with de-densified research facilities.

Dr. Assanis reviewed the plans for celebrating the Class of 2020 and 2021 through a series of small, in-person Commencement ceremonies at the end of the month. The University will also hold a doctoral hooding ceremony jointly for the degree recipients from the Class of 2020 and 2021.

Dr. Assanis provided an update to the Committee on the progress to mitigate the budget deficit for fiscal year 2021. He shared that the February projection of a \$80.2M deficit had been reduced to an approximate \$13M deficit. On the topic of philanthropy, Dr. Assanis informed the Committee that it was meeting on I Heart UD Day and encouraged everyone to participate and support UD during this giving day. Dr. Assanis reviewed philanthropy to date as well as over the last several years and expressed hope that the University would reach \$90M in fundraising for the year. He reminded the Committee that the University was still working on the Delaware First campaign, and while the initial goal of \$750M was met, the Administration continues to work toward its stretch goal of \$1B.

Looking toward the fall semester, Dr. Assanis shared with the Committee that the Administration plans to return to full capacity of residence halls, as well as restart athletics and recreation activities and to reopen academic spaces such as the

library for student use. Many courses will be taught in a face-to-face or hybrid format and the number of sections available with an in-person component are expected to increase as public health guidelines lighten.

Dr. Assanis also provided updates on applications for undergraduate and graduate program, a preview of fiscal year 2022 budget projections, a progress update on the Middle States Commission on Higher Education re-accreditation process and the refresh of the University's strategic plan.

Mr. Cochran asked if members of the Committee or guests had any reactions to the decision to mandate a COVID-19 vaccine for the fall, and representatives from the Student Government Association and Graduate Student Government expressed support for the measures. Mr. Chremos noted concerns from graduate students, especially those abroad, who are challenged by availability or access to vaccines and expressed hope that the University would work to support those students. Dr. Assanis acknowledged the unique challenge presented to our international students and shared that the University would make efforts to work with students to support them.

Ms. Castellanos shared that vaccine uptake should continue to grow as availability improves and noted in her experience those skeptical of the vaccine have been persuaded by their peers or upon further study of the data. She noted much will likely be different by September. Dr. Assanis invited Dr. Riera and Mr. Dicker to weigh in on the support of international students, and Dr. Riera noted the ongoing work to assist international students during the pandemic. Mr. Dicker also offered that the Blue Hen Strong fund was started to assist students in need, and to date approximately \$700,000 had been allocated to support students in need.

Mr. Cochran asked when the vaccination mandate would be announced to the community, and Dr. Assanis shared that the Administration is working to make an announcement by the end of the day. An on-campus vaccination event is scheduled for the next day, and the University would like to alert students to the opportunity. Dr. Assanis also shared that several of the neighboring states have made a compact to offer second courses of the vaccine to anyone who received the first in another state, for those students who might return home out-of-state before they would be eligible for their second dose.

ATHLETICS AND RECREATION SERVICES UPDATE:

Ms. Rawak opened her remarks with a review of the national collegiate landscape. She noted her service on a national council which provides insight on issues pertaining to all intercollegiate sports, including the recent one-time transfer rule and the ongoing case being considered by the Supreme Court on athlete image and likeness. She also shared with the Committee that both she and the head football coach, Mr. Rocco, serve on the football oversight committee.

Next, Ms. Rawak reviewed the activities of the past year and thanked the Committee for its support. Despite challenges related to the pandemic, student-athletes have found success both on and off the field. She encouraged everyone to watch the football team this Saturday on ESPN as it faces South Dakota State University in the FBS playoff semifinal. Recreation services, which include intermural sports, continue to move toward a more normal operating structure, and there is hope that the fall will bring a more complete return to full operations.

Ms. Rawak next spoke to the impact of the Whitney Athletic Center for student-athletes. Mr. Skolnick also offered some of the benefits of the space and the available equipment. The Committee then reviewed a pre-recorded video which toured the space. Committee members were invited to come take an in-person tour in the future if they had not already done so. Ms. Rawak thanked the Committee for its support of the facility and recognized that over \$38M of the funding for the space was provided by philanthropy.

DIVISION OF STUDENT LIFE UPDATE:

Dr. Riera opened his remarks to acknowledge the work of the student life staff over the course of the past 14 months as well as the innovations that have resulted from the pandemic. Rather than simply keep the division operational, the staff endeavored to work through the results of its strategic planning process to move forward and implement strategic programming to support the institution through the pandemic and beyond. Dr. Riera next presented a video which highlighted members of the student life staff and examples of innovations over the course of the past year.

Dr. Riera next moved on to provide an update to the Committee on the Wellbeing Center at Warner Hall. Warner Hall is a huge step forward in terms of wellbeing support for the University, and Dr. Riera reminded the Committee of the current distributed placement of wellness services across campus. The building renovation is near completion, and Dr. Riera took a moment to express his gratitude to the teams responsible for accomplishing the renovation during a pandemic. The building will not only allow for colocation of services but for a more strategic alignment of student wellness and mental health services. Dr. Riera also acknowledged the philanthropic efforts that supported the renovation and noted four endowments that were established. The Committee was presented a virtual tour of the new Wellbeing Center at Warner Hall.

Dr. Riera updated the Committee on residence hall plans for the fall semester and noted that approximately 2,960 students have expressed interest in living in on-campus residence halls among rising sophomores, juniors and seniors. The goal is to prioritize sophomores as well as provide accommodations for all interested first-year students. As a result, the residence halls are expected to be at full capacity in the fall. Similar to recreation services, the student life division is working to reinstate in-person activities for the fall semester, as well as provide targeted experiences for both first-year students and rising sophomores who may be coming to Newark for the first time in the fall.

Dr. Riera shared that the division has been working with Ms. Conley on issues of diversity, equity and inclusion to inform programming for the students returning in the fall. Many students are still eager to bring activism to their college campuses following the national outcry around issues of diversity, equity and inclusion over the past year and a half.

Dr. Riera noted the dramatic shift in the ways career services have changed over the course of the pandemic. It is expected that most employers will continue to recruit virtually, and the University will need to adapt its strategy and available technologies to support students in this new context. Dr. Riera acknowledged that on-campus job fairs are also a revenue stream for the division, and virtual job fairs will likely not have the same financial model.

Ms. Castellanos asked about strategies to support students' housing needs if the University ends up heavily over-subscribed in the fall, and Dr. Riera shared that the University guarantees housing for first-year students. Beyond that population, it is a careful balance to accommodate as many students as possible, with the caveat that there are some additional measures the University might explore to accommodate housing needs.

STUDENT GOVERNMENT ASSOCIATION UPDATE:

Mr. Cohill provided a brief overview of the work of the Student Government Association (SGA) over the past year. He highlighted initiatives to support equity as well as support for students struggling with the pandemic and isolation.

Mr. Longtine provided an update on sustainability initiatives as well as the recent decision to add non-voting representatives from each of the three Associate in Arts Program campuses to the SGA.

Mr. Cohill reiterated the need for the services that will be supported by the Wellbeing Center at Warner Hall, and he expressed his thanks to the Administration for their support of the SGA and students over the course of the past year.

STUDENT ATHLETE ADVISORY COUNCIL:

Ms. Ferrick introduced herself and provided an overview of the initiatives of the Student Athlete Advisory Council (SAAC) and how the group pivoted its work as a result of the pandemic. She shared the implementation of a mentorship program for student-athletes with University alumni, which includes both former student-athletes and non-athletes. The SAAC also continues to encourage conversations around diversity, equity and inclusion to help student-athletes engage productively in these discussions with their peers.

GRADUATE STUDENT GOVERNMENT UPDATE:

Mr. Chremos opened his presentation with an overview of policy initiatives for the Graduate Student Government (GSG). He noted ongoing efforts to provide additional support to international students, establishment of a minimum graduate stipend and pay scales, as well as childcare support subsidies for students and staff. The GSG also focused on issues of sustainability, diversity

and mental health. Mr. Chremos noted the fundraiser being held as a part of I Heart UD Day, as well as recent social events the GSG has coordinated for the graduate student body.

ADJOURNMENT:

With no further business, the meeting was adjourned at approximately 12:02pm.

APPROVED:

A handwritten signature in black ink, appearing to read "John R. Cochran III". The signature is fluid and cursive, with a large initial "J" and "C".

John R. Cochran III
on behalf of
David W. Spartin
Chair



**TRUSTEE COMMITTEE
ON
FINANCE**

MAY 6, 2021

MINUTES

The Committee on Finance held a meeting on Thursday, May 6, 2021 via Zoom, which began at approximately 10:00am.

COMMITTEE MEMBERS PARTICIPATING:

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

EXCUSED:

Carol Ammon; David W. Spartin

FACULTY REPRESENTATIVES:

Brian Hanson

STUDENT REPRESENTATIVES:

Ioannis Chremos; Kasiyah Tatem; Malique Bowen

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Fatimah Conley, Interim Chief Diversity Officer; Laure Ergin, Vice President and General Counsel; Peter Krawchyk, Vice President, FREAS and University Architect; John Long, Executive Vice President and Chief Operating Officer; Mandy Minner, Associate Vice President and Chief Budget Officer; Robin Morgan, Provost; 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; Brent Schrader, Associate University Secretary; Keith Walter, Chief Investment Officer

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of November 6, 2020.

RESOLUTIONS FOR APPROVAL:

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

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

NOW, THEREFORE, BE IT RESOLVED, that the Trustee Committee on Finance has reviewed and is recommending to the Executive Committee for approval the FY 2022 budget of \$1,102.8 million as presented including the following annual tuition rates for FY 2022 (subject to confirmation of the State Budget Recommendations for FY 2022). The Trustee Committee on Finance authorizes an undergraduate tuition rate increase not to exceed 2.0 percent.

	Resident		Non-Resident	
	<u>Tuition</u>	<u>Increase</u>	<u>Tuition</u>	<u>Increase</u>
Undergraduate				
Full-time	\$12,980	2.0%	\$34,840	2.0%
Per Credit Hour	541		1,452	
Maximum Tuition Rate for:				
Winter Session	\$ 2,435		\$ 6,534	
Summer Session	2,435		6,534	
Graduate Sustaining Fee				
Master	\$ 741		\$ 741	
Doctoral	\$ 1,118		\$ 1,118	

2. **RESOLVED**, that, effective fall 2021, the student Comprehensive Fee be increased from \$489 per semester to \$549 per fall and spring semester for all full-time students.
3. **RESOLVED**, that, effective fall 2021, the Student Center Fee be \$119 per semester.
4. **RESOLVED**, that, effective fall 2021, the Student Wellbeing fee be \$352 per semester; the winter session fee be \$77; and the summer session fee be \$98.
5. **RESOLVED**, that, effective fall 2021, the Scuba Fee be \$375.
6. **RESOLVED**, that, effective fall 2021, the University annual dining plan rates will be increased an average of 2.0 percent.

7. **RESOLVED**, that, effective fall 2021, the University traditional residence hall room annual rates will be increased by an average of 2.0 percent.

8. **WHEREAS**, prudence suggests that endowment policy consider the preservation of endowed principal along with spending needs of the University, and

WHEREAS, the University endowment spending policy guideline provides for an annual distribution in the range of 4 - 5% of the pooled endowment portfolio average market value over the twelve trailing quarters through December of the year prior to the new fiscal year,

NOW, THEREFORE BE IT RESOLVED, that the endowment pooled portfolio distribute \$4.10 per unit in FY 2022 which represents 4.04% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2020.

CALL TO ORDER:

Dr. Puglisi called the meeting to order at approximately 10:00am and welcomed all in attendance. He also commended the University for its online celebration of the Class of 2020 that was held over the weekend and encouraged all to watch the recording.

PRESIDENTIAL UPDATE:

Dr. Assanis graciously ceded his time to update the Committee as members already received his report during Committee meetings earlier in the week.

RATING AGENCY UPDATE:

Mr. Oler provided an update on the University's ratings from both Moody's and Standard and Poor's. Both agencies maintained the University's credit rating at 'Aa1' and 'AA+', respectively. However, both agencies changed their respective rating outlooks from stable to negative. Declining operating margins were the primary rationale for the outlook change. Mr. Oler informed the Committee that these outcomes were both anticipated and planned for as the University made investments in personnel and capital projects. Mr. Oler also explained the potential scenarios where a rating downgrade might occur. If it were to happen, it is anticipated in the next 18-24 months.

Dr. Puglisi reiterated that a lot of the margin compression was planned as a part of the University's investment in people. The pandemic may have exacerbated conditions, but the University is recovering well. Mr. Sannini asked how the University was situated compared to peer institutions, and Mr. Oler responded that the University is highly rated based on our profile. The University's endowment has been a strength historically and many larger publics are rated one level below the state in which they are located. Dr. Puglisi noted that

Mr. Oler has additional data on our position relative to peers that could be shared with the Committee.

Ms. Fontana asked how the available line of credit is viewed by the rating agencies, and Mr. Oler noted that it is a helpful contingency to have in place. That said, Dr. Puglisi clarified that there were no plans to take advantage of the available line of credit in the immediate term and recommended the University not deviate from those plans to the extent possible.

FY 2021 YEAR END UPDATE:

Ms. Minner informed the Committee that the year-end projection for fiscal year 2021 is looking better than reported in February. The University is now anticipating a deficit of \$13M, compared to the estimate of approximately \$80M in February. The Administration continues to factor in the uncertainty related to the free credit waiver liability for summer and winter session. She reminded the Committee that the winter session uptake for free credits was very successful and the full liability for summer session is built into the year-end projection. Ms. Minner reviewed the contributing factors to the revised year-end projection, including receipt of additional federal emergency funding, higher-than-projected undergraduate retention rates, and positive COVID-19 expense reductions. The University is anticipating a \$13M drawdown from the pooled investment portfolio to offset the deficit, compared to the approved drawdown of \$80.2M.

Dr. Puglisi congratulated the Administration for these positive developments and welcomed any questions. Ms. Fontana asked when the summer liability would be known, and Ms. Minner responded that the figure accounted for the total outstanding liability and the final figure will be known later in the year. Mr. Lafferty asked whether there might be additional federal funding available, either directly or through the State, and Ms. Minner responded that she did not anticipate any additional funding but would investigate any possible opportunities. Mr. Cochran asked whether federal support allocated to student aid had been allocated, and Ms. Minner noted that the majority of funds had been distributed.

Ms. Minner informed the Committee that the University is trending toward realizing \$155M of mitigated expenses for fiscal year 2021, which represents 105% of the target of \$148M. Identified reduction targets account for approximately \$95M in savings and additional other than personnel services savings account for an additional \$74M. These savings are related to reduced discretionary spend, reduced travel and reduced spend related to reduced activity on campus, such as on-campus events. Ms. Fontana asked for clarification on whether employees subject to furlough had those monies paid back, and Ms. Minner confirmed that the figures outlined include the payment of those funds. Dr. Assanis added that it was the right thing to do and shared that over the next few years the University will need to rebuild its staff appropriately to support future operations. Dr. Puglisi acknowledged this need and shared his anticipation of a revenue stream that will more than offset the increase in

expenses. The current situation has resulted in a large cut to expenses but also a cut to revenue.

FY 2022 OPERATING AND CAPITAL BUDGET:

Ms. Minner reviewed the fiscal year 2022 budget assumptions, including a target first-year class of 4,400 students and a tuition rate increase of 2%. She emphasized that the 0% tuition increase for fiscal year 2021 was not sustainable to cover the cost of operating the University in either the short- or long-term. Given current volatility, the Administration is not presenting a four-year plan at this time but expects to have a presentation mid-year with an update to the Committee. Ms. Minner spoke to the budget assumptions outlined in the meeting materials and welcomed any questions from the Committee. Mr. Cochran asked whether the World Scholars program would return in the fall, and Dr. Morgan responded that the cohort meant to participate in 2020 would travel this fall and the 2021 cohort would travel in the spring. It is anticipated the program will return to its normal interval in fall 2022.

Ms. Fontana asked whether the budget assumptions accounted for the need to hire additional faculty for the entrepreneurship program, and Dr. Morgan responded that the University already approved those hires, and they are accounted for within the commitment to maintain the current faculty headcounts. Mr. Sannini asked whether the Administration felt it had sufficient resources to address issues identified over the course of the last year, and Dr. Morgan responded that the University is prioritizing based on greatest need as well as looking for opportunities to fundraise where possible. She explained that many of the students coming to the University in the fall will have not had an in-person educational experience for nearly 18 months, and the University will need to have resources available to support these students. She shared that Dr. Assanis is aware of these needs and the requests that are forthcoming to ensure there are available resources to support these students. Dr. Assanis added that resources have been allocated within the budget to prioritized areas.

Ms. Minner noted the sensitivities identified by the Administration in order to anticipate opportunities and risks associated with the budget planning process. She spoke to several sensitivities and their estimated financial impact. Next, Ms. Minner reviewed the request to establish the fiscal year 2022 total cost of attendance increase at 2% for both residents and non-residents. Dr. Puglisi added that the University is obligated to a 2% salary increase to the faculty through its collective bargaining agreement and the University is also working to provide a similar increase to staff. He shared his aversion to tuition increases and acknowledged the need to offset increased costs. Ms. Minner reviewed the total cost of attendance against comparator institutions and highlighted the University's position in the middle of our comparator group. She also noted the University's favorable recognition as an institution of value by Money Magazine as well as The Princeton Review. Dr. Puglisi highlighted that this comparator group ranks based on sticker price and is not a comparison of net price paid.

Ms. Minner reviewed the projection for the fiscal year 2022 budget, assuming a 2% total cost of attendance increase, and estimated a surplus of \$3.3M. She shared revenues are expected to increase back over \$1B, assuming on-campus activities resume to pre-pandemic levels. Expenses are also assumed to exceed \$1B. Mr. Chremos asked whether the cost of attendance increase applied to graduate tuition, and Ms. Minner responded that the graduate tuition levels will not increase. Ms. Minner reviewed revenue for undergraduate tuition and fees as well as graduate tuition and fees. Undergraduate net tuition revenue is budgeted to increase 24% over the fiscal year 2021 projection. Graduate net tuition revenue is estimated to increase by at least 5% when compared to fiscal year 2020 actuals. Ms. Minner also reviewed the other revenue sources, including an increased endowment payout increase of \$4.10 per unit, which represents a 4% payout level. Ms. Minner next reviewed the operating expenses budgeted for fiscal year 2022. The Committee discussed the assumptions related to the operating expense projections compared to pre-pandemic levels.

OPERATING LIQUIDITY:

Mr. Oler reviewed historic levels of operating liquidity starting in fiscal year 2017 moving into projections for fiscal year 2021 and the budget target for fiscal year 2022. He noted that the University is currently spending its reserves versus growing reserves, and this is part of the context for the outlook change from our rating agencies. Mr. Oler informed the Committee that there are no plans to draw on the line of credit in fiscal year 2022 or 2023. This line is reserved for unforeseen, University of Delaware specific events that require some type of investment. Dr. Puglisi asked whether unspent bond proceeds for capital are being set aside for McKinley's replacement, and Mr. Oler confirmed the bond proceeds are being set aside for that project.

Dr. Puglisi asked whether there were needed restrictions on the pooled investment portfolio to meet liquidity needs, as he would inform the Investment Visiting Committee. Mr. Oler noted that it was not needed at this time, and the Administration has coordinated to ensure that is the case.

ENDOWMENT AND RESTRICTED GIFTS:

Mr. Oler presented the Administration's recommendation to the Committee of a payout of \$4.10/share, noting the last time the payout rate was increased was in 2014. The target payout range is between 4-5% ,and the University has maintained a payout at the lower end of the range. Mr. Oler also reviewed the University's effective payout range compared to peer institutions, based on data provided by the National Association of College and University Business Officers. Dr. Puglisi noted that the Investment Visiting Committee will also review this matter at its upcoming meeting.

Mr. Oler briefly spoke to the restricted gift certification annual report and noted that during the period July 1, 2020 through December 2020, no undue financial obligations were noted.

OTHER MATTERS:

The Committee had a discussion of student financial aid allocation and how that aid is reflected in the budget for approval. It also had a brief discussion on the public reactions to the recent decision to mandate a COVID-19 vaccine for on-campus students in the fall.

ADJOURNMENT:

With no additional business, the meeting was adjourned at approximately 11:18am for an executive session.

APPROVED:

A handwritten signature in black ink, appearing to read 'Puglisi', written in a cursive style.

Donald J. Puglisi
Chair



NOMINATING COMMITTEE

MAY 14, 2021

REPORT OF THE NOMINATING COMMITTEE

The Nominating Committee held a meeting on May 14, 2021, which began at approximately 8:00am via video conference call.

COMMITTEE MEMBERS PARTICIPATING:

Terence M. Murphy, Chair; I.G. Burton III; Joan Coker; Terri Kelly; Bill Lafferty; Donald J. Puglisi; David Spartin; John Cochran

ADMINISTRATORS AND OTHERS PRESENT:

Beth Brand, Vice President and University Secretary; Brent Schrader, Associate University Secretary

APPROVED ON A MOTION MADE AND SECONDED:

The report of the Committee's meeting on November 19, 2020.

REAPPOINTMENT OF ELECTED MEMBERS:

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

Terence M. Murphy

SLATE OF OFFICERS FOR 2020-2021:

On a motion made and seconded, the Committee approved the recommended slate of officers for the consideration of the Board of Trustees for 2021-2022:

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

ADJOURNMENT:

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

SUBMITTED RESPECTFULLY:

A handwritten signature in blue ink, reading "Beth G. Brand". The signature is written in a cursive style with a large, stylized "B" and "B".

Beth G. Brand
Vice President & University Secretary



EXECUTIVE COMMITTEE

MAY 14, 2021

MINUTES

The Executive Committee held a meeting on Friday, May 14, 2021 via Zoom, which began at approximately 10:00am.

COMMITTEE MEMBERS PARTICIPATING:

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

GUEST OF THE COMMITTEE:

I.G. Burton III

EXCUSED:

Terry Murphy; David Spartin

FACULTY REPRESENTATIVES:

Charlie Boncelet; Chris Williams

STUDENT REPRESENTATIVES:

Samantha Bingaman; Malique Bowen; Mia Carbone; John Cohill

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; Laure Ergin, Vice President and General Counsel; John Long, Executive Vice President and Chief Operating Officer; Robin Morgan, Provost; 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; Brent Schrader, Associate University Secretary;

APPROVED ON A MOTION MADE AND SECONDED:

Minutes of the Committee's meeting of November 19, 2020.

RESOLUTIONS FOR APPROVAL:

The following resolutions were approved on motions made and seconded:

1. **RESOLVED**, that the following individual, as a member of the Honorary Degree Class of 2021, is recommended to the Board of Trustees to receive an Honorary Degree: Dr. Daniel Rich.
2. **RESOLVED**, that 4 individuals have been approved to receive the University of Delaware Medal of Distinction.

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

*(details as contained in the listing provided in the Spring 2021 PA&A Committee meeting booklet and detailed in **Appendix A** included in these materials)*

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

4. **WHEREAS**, the Department of Mathematical Sciences in the College of Arts and Sciences has provisionally offered a successful program for the BS in Applied Mathematics, enrollment in which has grown each year, and

WHEREAS, the National Research Council has called for training more mathematical scientists who understand the role of the mathematical sciences in the wider world of science, engineering, medicine, defense, and business, and

WHEREAS, the Applied Mathematics program requires deep training in mathematics as well as achievement of a minor in one of twenty-one minors overseen by other departments, and

WHEREAS, no new courses were created for, nor new resources devoted to, the Applied Mathematics program, and departments that host the approved minors do not report an undue burden as a result of the program, and

WHEREAS, the Applied Mathematics degree is an exemplar of fostering multidisciplinary individuals who can bring knowledge from one area to make an impact in another;

WHEREAS, the Faculty Senate recommends permanent program status approval for the Bachelor of Science in Applied Mathematics, and

WHEREAS, the Administration and Committee on Academic Affairs also recommends permanent program status approval for the Bachelor of Science in Applied Mathematics,

NOW THEREFORE, BE IT RESOLVED, that the Executive Committee recommends for approval to the Board of Trustees permanent establishment of the Bachelor of Science in Applied Mathematics.

5. **WHEREAS**, the College of Agriculture and Natural Resources (CANR) no longer has students enrolled nor adequate demand for the Agricultural Education MA (AGED-MA), and

WHEREAS, CANR faculty who taught requisite courses for the AGED-MA have retired without replacement, and

WHEREAS, CANR is no longer offering courses required for the AGED-MA, and

WHEREAS, there is an alternative and desirable path to becoming an Ag Ed teacher in Delaware via the Alternate Route to Certification program offered by the College of Education & Human Development, and

WHEREAS, the Faculty Senate recommends disestablishment of the AGED-MA, and

WHEREAS, the Administration and Committee on Academic Affairs also recommends the disestablishment of the AGED-MA,

NOW THEREFORE, BE IT RESOLVED, that the Executive Committee recommends for approval to the Board of Trustees the disestablishment of the MA in Agricultural Education.

6. **BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the May 4, 2021 meeting booklet of the Trustee Committee on Academic Affairs as contained in Appendix B.
7. **WHEREAS**, the Trustee Committee on Finance has reviewed and recommends to the Executive Committee the FY 2022 budget,

NOW, THEREFORE, BE IT RESOLVED, that the Executive Committee approves the FY 2022 budget of \$1,102.8 million as presented including the following annual tuition rates for FY 2022 (subject to confirmation of the State Budget Recommendations for FY 2022). The Executive Committee authorizes an undergraduate tuition rate increase not to exceed 2.0 percent.

	Resident		Non-Resident	
	<u>Tuition</u>	<u>Increase</u>	<u>Tuition</u>	<u>Increase</u>
Undergraduate				
Full-time	\$12,980	2.0%	\$34,840	2.0%
Per Credit Hour	541		1,452	
Maximum Tuition Rate for:				
Winter Session	\$ 2,435		\$ 6,534	
Summer Session	2,435		6,534	
Graduate Sustaining Fee				
Master	\$ 741		\$ 741	
Doctoral	\$ 1,118		\$ 1,118	

8. **RESOLVED**, that, effective fall 2021, the student Comprehensive Fee be increased from \$489 per semester to \$549 per fall and spring semester for all full-time students.

9. **RESOLVED**, that, effective fall 2021, the Student Center Fee be \$119 per semester.
10. **RESOLVED**, that, effective fall 2021, the Student Wellbeing fee be \$352 per semester; the winter session fee be \$77; and the summer session fee be \$98.
11. **RESOLVED**, that, effective fall 2021, the Scuba Fee be \$375.
12. **RESOLVED**, that, effective fall 2021, the University annual dining plan rates will be increased an average of 2.0 percent.
13. **RESOLVED**, that, effective fall 2021, the University traditional residence hall room annual rates will be increased by an average of 2.0 percent.
14. **WHEREAS**, prudence suggests that endowment policy consider the preservation of endowed principal along with spending needs of the University, and

WHEREAS, the University endowment spending policy guideline provides for an annual distribution in the range of 4 - 5% of the pooled endowment portfolio average market value over the twelve trailing quarters through December of the year prior to the new fiscal year,

NOW, THEREFORE BE IT RESOLVED, that the endowment pooled portfolio distribute \$4.10 per unit in FY 2022 which represents 4.04% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2020.

CALL TO ORDER:

Mr. Cochran called the meeting to order at approximately 10:01am and welcomed all in attendance.

PRESIDENT'S REMARKS:

Dr. Assanis opened his remarks with a recognition of the recent updates to CDC guidelines as they relate to advice for vaccinated individuals. These positive updates add optimism to the movement toward increased face-to-face instruction for the fall semester. Dr. Morgan agreed and noted that conversations are now underway to pivot larger course sections to an in-person format given the new guidance. Dr. Assanis went on to highlight the encouraging application numbers for both undergraduate and graduate populations. These populations also include growth in the number of underrepresented minority applicants.

Dr. Assanis also provided an update on the process to refresh the strategic plan and reviewed the progress in recent years to increase both the size and diversity of the faculty at the University. Prior to the pandemic, there were three subsequent years where the University had a much higher percentage of underrepresented minority faculty hires as compared to peers. Dr. Assanis also acknowledged Ms. Conley's work on issues related to diversity, equity and inclusion and welcomed her to provide some remarks.

Ms. Conley provided updates to the Committee on several notable items, including communications with the University community around social justice and commitments to progress in this area. The University has also engaged in baseline bias and diversity training through an online program for faculty, staff and students. Also notable is the

University's participation in the University of Virginia's Universities Studying Slavery consortium.

Dr. Assanis also acknowledged the recent virtual lecture given by Bebe Coker and noted the University bestowed the Medal of Distinction to Ms. Coker at that lecture for her commitment to equitable education and social justice in Delaware. He also noted that last year the University declared Juneteenth a holiday. Based on the decisions of several other national leaders across higher education and elected officials, the University is considering observing Juneteenth again as a paid holiday this year. Dr. Assanis noted his decision to bring the matter to the Committee as observing the holiday is the right thing to do and, he wanted to inform the Committee as an additional holiday has financial implications. Mr. Cochran noted that a resolution to support this decision was not included in the meeting materials, and Dr. Puglisi offered to make such a motion. The Committee offered its support to the Administration to amend the University's Holidays Policy. After further discussion, the Committee determined that the matter did not require Committee approval and encouraged the Administration to proceed accordingly for this year.

Dr. Assanis next thanked the Committee for its participation in I Heart UD Day on May 5 and noted the day's success both in terms of funds raised and donor participation. He also provided a brief update on the Middle States Commission on Higher Education re-accreditation process and the refresh of the strategic plan.

PROVOST'S REMARKS:

Dr. Morgan informed the Committee that Dr. Assanis' report touched on critical updates and took the opportunity to acknowledge the many members of the campus community that went above and beyond to support the work of the University over the past year. Mr. Cochran echoed those sentiments and expressed his support of the students, faculty and staff for their efforts and perseverance.

FACULTY SENATE REMARKS:

Dr. Boncelet informed the Committee that he had recently completed his service as Faculty Senate President. He updated the Committee on the structure and function of the Faculty Senate broadly as well as several highlights related to work of the last year. He reminded the Committee that membership is consisted entirely of volunteers. Dr. Boncelet next introduced Dr. Williams as President-Elect of the Senate and shared that Dr. Williams had served as President recently and may be familiar to members of the Committee.

Mr. Cochran thanked Dr. Boncelet for his leadership over the next year and welcomed Dr. Williams back to the role of President. He expressed optimism that the work of the coming year would return to more in-person interaction. Dr. Assanis also took an opportunity to thank Dr. Boncelet for his leadership and partnership with the Administration. Dr. Boncelet also acknowledged the positive working relationship between the Faculty Senate and Administration in recent years.

Ms. Fontana asked whether there is a strong amount of turnover in those who volunteer to serve on the Faculty Senate and noted in some volunteer organizations it is common to always have the same volunteers. Dr. Boncelet shared his informal assessment that

the Senate is made up of mostly the same volunteers, although there is regularly an influx of new volunteers.

STUDENT GOVERNMENT ASSOCIATION REMARKS:

Ms. Carbone reported on the work of the Student Government Association (SGA) over the past year as well as how it conducted its business during the pandemic. Highlights from the past year included a focus on equity and connectivity during the pandemic, and the formation of a monthly student body town hall. The town hall presented an opportunity to directly engage senior administrators and it is expected to continue moving forward. The SGA also continues to advocate for a student union on campus as well as a multicultural center. Mr. Cohill added that the SGA also continues to advocate for progress on issues related to diversity and inclusion, sustainability and equitable access to education. The SGA also recently voted to recommend a vaccine mandate for both students and faculty returning to campus in the fall, and noted that it was a symbolic gesture to encourage the community to support one another to safely return to campus.

GRADUATE STUDENT GOVERNMENT REMARKS:

Ms. Bingaman thanked the Committee for including the student government in these meetings and acknowledged that some of the Committee members heard a similar update in other meetings of the Board. The Graduate Student Government (GSG) is focused on issues of student life and working conditions, including working to advocate for international student monetary support. The GSG is also exploring minimum stipends and pay scales, ensuring appropriate workloads for teaching assistants, and on issues of diversity and mental health. Ms. Bingaman noted several other initiatives as well as a similar endorsement of extending the vaccine requirement to any community populations that will be on campus in the fall.

Mr. Bowen spoke to ongoing events and outreach from the GSG and reviewed several successful events that were conducted over the course of the last year.

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 GROUNDS & BUILDINGS:

Mr. Borel reported on the Committee's meeting of May 3, 2021. Highlights included:

- An update from Dr. Assanis on the spring semester and plans for the fall;
- A review of capital plans, including the intention to increase deferred maintenance funding back to \$18M from \$9M;
- Updates on the progress at the Whitney Athletic Center, the Wellbeing Center at Warner Hall, and the Drake Laboratory Renovation; and
- An update on an exploration of potential public-private partnerships to build student housing.

TRUSTEE COMMITTEE ON HONORARY DEGREES & AWARDS:

Mr. Cochran reported on the Committee's meeting of May 4, 2021. Highlights included:

- A review of the presentation of the Medal of Distinction to Bebe Coker;
- A review of Commencement plans for the Class of 2020 and 2021;

- A recommendation to present Dr. Daniel Rich with the University of Delaware Honorary Degree; and
- A review of candidates for the University Medal of Distinction and the University Honorary Degree.

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

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

Ms. Kelly reported on the Committee's meeting of May 4, 2021. Highlights included:

- Updates from Dr. Assanis, Federal, State and Local Government Relations, Development and Alumni Relations and the Office of Communications and Marketing;
- A review of pending legislation at the State and Federal level with potential implications for the University;
- A review of capital campaign success and progress against goals for the current year; and
- A review of the lessons learned marketing the University in a digital environment that will carry forward as we return to campus.

Ms. Kelly noted one resolution approved by the Committee and recommended to the Executive Committee for approval. Mr. Cochran recognized Dr. Puglisi at this time for his generous contributions to the University of Delaware.

TRUSTEE COMMITTEE ON ACADEMIC AFFAIRS:

Ms. Fontana reported on the Committee's meeting of May 4, 2021. Highlights included:

- A review of admissions trend data;
- Updates from Dr. Morgan based on input from Committee members;
- Reports from the Student Government Association and Graduate Student Government; and
- Several academic resolutions for the Committee's approval.

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

TRUSTEE COMMITTEE ON STUDENT LIFE & ATHLETICS:

Mr. Cochran reported on the Committee's meeting of May 5, 2021. Highlights included:

- Reports from Dr. Assanis, Athletics and Recreation Services, and Student Life;
- A review of on- and off-field accomplishments of our student-athletes and a virtual tour of the Whitney Athletic Center;
- A review of the work of the Division of Student Life during the pandemic and a virtual tour of the Wellbeing Center at Warner Hall; and
- Updates from the leaders of the Graduate Student Government, Student Government Association and Student Athlete Advisory Committee.

TRUSTEE COMMITTEE ON FINANCE:

Dr. Puglisi reported on the Committee's meeting of May 6, 2021. Highlights included:

- A report on the ratings of the University's bonds from the University's rating agencies;

- An update on the fiscal year 2021 budget mitigation efforts;
- Review of the fiscal year 2022 budget including a review of the conditions necessary to meet the budget projection;
- Review and approval of undergraduate tuition and fee changes; and
- Approval of the endowment distribution payout for the upcoming year.

Dr. Puglisi noted several 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 11:09am for an Executive Session.

SUBMITTED RESPECTFULLY:



Beth G. Brand
Vice President & University Secretary

APPENDIX A

RESOLUTIONS July 1, 2020 – December 31, 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;
Aramark (CP)	\$ 10,885,000.00	Business and Economics: University Wide	Aramark Scholars Program; Restricted Support for Presidential Priorities
Unidel Foundation, Inc. (FP)	\$ 10,124,358.00	University Wide	Biological Mass Spectrometry; Field Robotic Systems; Climate Science and Policy Hub; Delaware Teaching Fellows Program; UD-State Research Alliance; Photoacoustics Ultra Micro-Imaging; Electron Beam Evaporator; Neuroscience Graduate Program; Unidel Distinguished Graduate Scholars Program; Eugene du Pont Memorial Distinguished Scholars; Scaling Entrepreneurship Lab Program
Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)	\$ 5,200,000.00	Arts and Sciences; Business and Economics; Health Sciences	Donald J. Puglisi and Marichu C. Valencia Music Enrichment Fund; James B. O'Neill CEEE Faculty and Staff Support Fund; Maggie E. Neumann Health Sciences Research 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;
H. Fletcher Brown Trust (TC)	\$ 1,390,727.66	University Wide	H. Fletcher Brown Trust
Mr. Donald B. Brown ('72/EG)	\$ 1,000,000.00	Engineering	Donald B. Brown and Mardi Harrison Opportunity Scholarship
Dr. Daniel L. Chester (RF)	\$ 1,000,000.00	Engineering	Daniel L. Chester Student Enrichment Fund
Ms. Mary Sturges Dodge ('73/AS) and Dr. Thomas A. Evans (FS)	\$ 1,000,000.00	University Wide	Sturges, Robert and Susan Dodge and Thomas Evans Delaware Environmental Institute Graduate Fellowship
Mr. David A. Plastino ('78/AS)	\$ 1,000,000.00	Arts and Sciences	David A. Plastino Scholars
Mrs. Catherine E. Faller ('58/EHD) and Dr. James G. Faller ('62/EG)	\$ 918,000.00	Arts and Sciences; Education and Human Development; Engineering; Health Sciences	George and Joan Faller Scholarship; Ioannis and Sophia Eliades Scholarship in Math and Physics; Catherine Eliades Faller Scholarship; James and Catherine Faller Scholarship; Catherine and James Faller Health Sciences Scholarship
Phillip E. and Carole R. Ratcliffe Foundation (CP)	\$ 745,000.00	Business and Economics; Earth, Ocean and Environment	Ratcliffe Eco-Entrepreneurship Fellows Program

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;
Mr. John R. Felten ('64/EG)	\$ 500,000.00	Athletics; Engineering	John R. Felten '64 Baseball Support Fund; John R. Felten '64 Chemical Engineering Support Fund; John R. Felten '64 Chemical Engineering Graduate Fellowship
Mr. Kenneth C. Shelin, Jr. ('61/EHD)	\$ 500,000.00	Arts and Sciences	Department of Theatre
Open Up Resources (FP) [Mrs. Jessica R. Sliwerski (FR)]	\$ 455,000.00	Education and Human Development	Bookworms Project Support Fund
Treco Foundation (FP) [Douglas A. Treco, Ph.D. ('79/AS) and Mrs. Catherine A. Treco (FR)]	\$ 450,000.00	University Wide	Gloria Abromson Treco Scholarship
Mr. Brian Bennett (FR)	\$ 315,000.00	Morris Library	University Museums
DE Council on Economic Education (OO)	\$ 300,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Ms. Heather Smith Linton ('76/AS)	\$ 300,000.00	Arts and Sciences	Department of Philosophy
Edward C. Davis Trust (TC)	\$ 279,283.36	University Wide	Edward C. Davis Trust
Anonymous Friend (AF)	\$ 255,000.00	University Wide	McNair Scholars Program Support in STEM-related Fields

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;
Mr. Daniel J. Boyce (PA) and Mrs. Shelley Boyce (PA)	\$ 250,000.00	University Wide	Boyce Family Fund for Student Mental Health and Wellbeing
Crystal Trust (FP)	\$ 250,000.00	University Wide	Warner Hall Renovation
Ms. Donna M. Fontana ('85/BE)	\$ 250,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Mr. Charles W. Horn ('75/AS) and Mrs. Patricia A. Horn (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Kelly Family Foundation Fund-CFNJ (FF) [Mrs. Terri L. Kelly ('83/EG) and Mr. John B. Kelly ('83/BE)]	\$ 250,000.00	University Wide	Kelly Family Wellbeing Fund; Warner Hall Renovation
Krishna Vaddi, Ph.D. (FR) and Mrs. Lakshmi Vaddi (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Delaware Atlantis Foundation (FP) [two Anonymous Alums (AA); Anonymous Trustee (AE)]	\$ 235,000.00	Agriculture and Natural Resources; Health Sciences	Carvel Greenhouse Construction Project; Entomology and Wildlife Conservation; Apiary Program; GoBabyGo! Program
Mrs. Sandra L. Burgoon (FR)	\$ 204,392.70	Business and Economics; Engineering	Sandra L. Burgoon and Jules J. Schwartz Scholarships in Business and Economics and Mechanical Engineering
MedImmune, Inc. (CP)	\$ 200,000.00	University Wide	Biopharmaceutical Innovation Program
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;

Independence Prosthetics-Orthotics (CP) [Mr. John R. Horne (94/AS)]	\$ 180,000.00	Health Sciences	Independence Prosthetics-Orthotics Graduate Education Fund
Mr. Terry F. Neimeyer (77/EG) and Mrs. Mary L. Neimeyer (77/BE)	\$ 150,000.00	Engineering	Terry F. Neimeyer Scholarship
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 144,000.00	Arts and Sciences	Calidore String Quartet
Ms. Lyn B. Arnold (77/AS)	\$ 125,000.00	Arts and Sciences; University Wide	J. L. Miller Internship in Journalism; Lyn B. Arnold Study Abroad Scholarship
Dr. Sharon L. Brittingham (70/AS)	\$ 120,000.00	Education and Human Development	Sharon L. Brittingham Faculty Support Fund
Elizabeth V. White Trust (TC)	\$ 112,587.04	University Wide	Elizabeth V. White Trust
American Chemical Society - PRF (OO)	\$ 110,000.00	Earth, Ocean and Environment	Dr. Andrew Wozniak's Research Project: Implications for Sulfurization in Salt Marshes ACS
Mrs. Patricia A. Cochran (FR) and Mr. John R. Cochran III (TR)	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support 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;

Collins Charitable Foundation (FP) [Mr. John R. Collins ('80/BE) and Mrs. Margaret P. Collins ('80/AS)]	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Discover Financial Services, Inc. (CP)	\$ 100,000.00	University Wide	Small Business Development Center
Donald L. Gouge, Jr., Esq. ('80/AS)	\$ 100,000.00	Athletics	Men's Basketball Excellence Fund
Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)	\$ 100,000.00	Athletics	Student-Athlete Health & Wellbeing
Mr. Vance V. Kershner ('79/EG)	\$ 100,000.00	Engineering	College of Engineering Remote Education Initiative
Mr. Wayne E. McCabe ('57/EG)	\$ 100,000.00	Engineering	Wayne E. McCabe Charitable Gift Annuity for Mechanical Engineering
Ms. Rosalia Miranda (FR); Mr. G. Willy Miranda, Jr. ('70/AS) and Mrs. Stacey P. Miranda (FR)	\$ 100,000.00	Athletics	Willy Miranda Family Baseball Fund
Norwalt (CP) [Michael B. Seitel, P.E. ('87/EG) and Mrs. Julie E. Seitel (PA)]	\$ 100,000.00	Engineering	Design Studio in Mechanical Engineering
Mr. Robert W. Smith ('84/BE) and Mrs. Teresa O. Smith ('83/EHD)	\$ 100,000.00	Education and Human Development	Teachers for Tomorrow Program 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;
Tides Foundation (FP)	\$ 100,000.00	Education and Human Development	Computer Science Professional

			Development for Educators
Mr. David L. Warnock ('80/AS) and Ms. Michele Speaks (FR)	\$ 100,000.00	University Wide	Youth Entrepreneurship Program
Dr. Wayne C. Westerman ('99/EG)	\$ 100,000.00	Engineering	Westerman Family Graduate Research Fund
Mrs. Jacqueline Winn-O'Neill ('01/AS) and Dr. James B. O'Neill (RF)	\$ 100,000.00	Athletics	Dorothy V. O'Neill Memorial Women's Basketball Scholarship
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. Named Professorships

The following individuals are recommended for named professorships:

Name	Title and Department
Thomas Epps	Allan and Myra Ferguson Distinguished Chair, Chemical and Biomolecular Engineering
April Kloxin	Thomas and Kipp Gutshall Development Professor of Chemical and Biomolecular Engineering, Chemical and Biomolecular Engineering
Millicent Sullivan	Alvin B. and Julie O. Stiles Professor of Chemical and Biomolecular Engineering Chemical and Biomolecular Engineering
Dion Vlachos	Unidel Dan Rich Chair in Energy, Chemical and Biomolecular Engineering
Sunita Chandrasekaran	David L. and Beverly J.C. Mills Career Development Chair, Computer and Information Sciences
Doug Tallamy	T.A. Baker Professor, Entomology and Wildlife Ecology
Mark Moline	Maxwell P. and Mildred H. Harrington Professor of Marine Studies, School of Marine Science and Policy

2. Promotions and Tenure

The following individuals are recommended for promotion from Associate Professor to Professor (all were granted tenure previously), effective September 1, 2021.

Name	Department
Changqing Wu	Animal and Food Sciences
Kelebogile Setiloane	Behavioral Health and Nutrition
Feng Jiao	Chemical and Biomolecular Engineering
Lars Gundlach	Chemistry and Biochemistry
Dannagal Young	Communication
Clara Chan	Earth Sciences
Adrienne Lucas	Economics
Michael Arnold	Economics
Abhyudai Singh	Electrical and Computer Engineering
Rachael Hutchinson	Languages, Literatures and Cultures
Erik Thostenson	Mechanical Engineering
Rodrigo Vargas Ramos	Plant and Soil Sciences
Erin Cassese	Political Science and International Relations
Joanne Miller	Political Science and International Relations
Jennifer Biddle	School of Marine Science and Policy
Daniel Stevens	School of Music
Marie-Christine Delbeau	School of Music
Regina Wright	School of Nursing
Chiara Sabina	Women and Gender Studies

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2021.

Name	Department
Sarah Trembanis	Associate in Arts Program
Max Michael McCamley	English
William Lewis	School of Education

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2021.

Name	Department
Gang Wang	Accounting and Management Information Systems
Ryan Arsenault	Animal and Food Sciences
Brandon McFadden	Applied Economics and Statistics
Leah Palm-Forster	Applied Economics and Statistics
Wei Qian	Applied Economics and Statistics
Laura Lessard	Behavioral Health and Nutrition
Shannon Robson	Behavioral Health and Nutrition
John Crowley	Communication
Sunita Chandrasekaran	Computer and Information Sciences
Sarah Wasserman	English
Lindsay Naylor	Geography and Spatial Sciences
Jeremy Crenshaw	Kinesiology and Applied Physiology
Dominique Guillot	Mathematical Sciences
Mahya Ghandehari	Mathematical Sciences
Tara Trammell	Plant and Soil Sciences
Abdol-Razagh Oskooii	Political Science and International Relations
Jasmin Cloutier	Psychological and Brain Sciences
Lisa Jaremka	Psychological and Brain Sciences
Lauren Reynolds	School of Music
Mari Griffioen	School of Nursing

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2021.

Name	Department
Ellen Monk	Accounting and Management Information Systems
Sarah Rooney	Biomedical Engineering
Julianna Schubert	Economics
Devon Miller-Duggan	English
Zhiyin Renee Dong	Languages, Literatures and Cultures
Anna Wik	Plant and Soil Sciences
Jennifer Lobasz	Political Science and International Relations

VIII. CONSENT AGENDA OF RESOLUTIONS FOR APPROVAL BY THE EXECUTIVE COMMITTEE

1. **RESOLVED**, that the following individual, as a member of the Honorary Degree Class of 2021, is recommended to the Board of Trustees to receive an Honorary Degree: Dr. Daniel Rich.
2. **RESOLVED**, that 4 individuals have been approved to receive the University of Delaware Medal of Distinction.
3. **WHEREAS**, the following donors have generously given to the University of Delaware; and

*(details as contained in the listing provided in the Spring 2021 PA&A Committee meeting booklet and detailed in **Appendix B** 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.

4. **WHEREAS**, the Department of Mathematical Sciences in the College of Arts and Sciences has provisionally offered a successful program for the BS in Applied Mathematics, enrollment in which has grown each year, and

WHEREAS, the National Research Council has called for training more mathematical scientists who understand the role of the mathematical sciences in the wider world of science, engineering, medicine, defense, and business, and

WHEREAS, the Applied Mathematics program requires deep training in mathematics as well as achievement of a minor in one of twenty-one minors overseen by other departments, and

WHEREAS, no new courses were created for, nor new resources devoted to, the Applied Mathematics program, and departments that host the approved minors do not report an undue burden as a result of the program, and

WHEREAS, the Applied Mathematics degree is an exemplar of fostering multidisciplinary individuals who can bring knowledge from one area to make an impact in another;

WHEREAS, the Faculty Senate recommends permanent program status approval for the Bachelor of Science in Applied Mathematics, and

WHEREAS, the Administration and Committee on Academic Affairs also recommends permanent program status approval for the Bachelor of Science in Applied Mathematics,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves permanent establishment of the Bachelor of Science in Applied Mathematics.

5. **WHEREAS**, the College of Agriculture and Natural Resources (CANR) no longer has students enrolled nor adequate demand for the Agricultural Education MA (AGED-MA), and

WHEREAS, CANR faculty who taught requisite courses for the AGED-MA have retired without replacement, and

WHEREAS, CANR is no longer offering courses required for the AGED-MA, and

WHEREAS, there is an alternative and desirable path to becoming an Ag Ed teacher in Delaware via the Alternate Route to Certification program offered by the College of Education & Human Development, and

WHEREAS, the Faculty Senate recommends disestablishment of the AGED-MA, and

WHEREAS, the Administration and Committee on Academic Affairs also recommends the disestablishment of the AGED-MA,

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

6. **BE IT RESOLVED**, to recognize the personnel actions (named professorships and promotions and tenure) presented in the May 4, 2021 meeting booklet of the Trustee Committee on Academic Affairs as contained in Appendix C.

7. **WHEREAS**, the Trustee Committee on Finance has reviewed and recommends to the Executive Committee the FY 2022 budget,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the FY 2022 budget of \$1,102.8 million as presented including the following annual tuition rates for FY 2022 (subject to confirmation of the State Budget Recommendations for FY 2022). The Board of Trustees authorizes an undergraduate tuition rate increase not to exceed 2.0 percent.

	<u>Resident</u>		<u>Non-Resident</u>	
	<u>Tuition</u>	<u>Increase</u>	<u>Tuition</u>	<u>Increase</u>
Undergraduate				
Full-time	\$12,980	2.0%	\$34,840	2.0%
Per Credit Hour	541		1,452	
Maximum Tuition Rate for:				
Winter Session	\$ 2,435		\$ 6,534	
Summer Session	2,435		6,534	
Graduate Sustaining Fee				
Master	\$ 741		\$ 741	
Doctoral	\$ 1,118		\$ 1,118	

8. **RESOLVED**, that, effective fall 2021, the student Comprehensive Fee be increased from \$489 per semester to \$549 per fall and spring semester for all full-time students.
9. **RESOLVED**, that, effective fall 2021, the Student Center Fee be \$119 per semester.
10. **RESOLVED**, that, effective fall 2021, the Student Wellbeing fee be \$352 per semester; the winter session fee be \$77; and the summer session fee be \$98.
11. **RESOLVED**, that, effective fall 2021, the Scuba Fee be \$375.
12. **RESOLVED**, that, effective fall 2021, the University annual dining plan rates will be increased an average of 2.0 percent.
13. **RESOLVED**, that, effective fall 2021, the University traditional residence hall room annual rates will be increased by an average of 2.0 percent.
14. **WHEREAS**, prudence suggests that endowment policy consider the preservation of endowed principal along with spending needs of the

University, and

WHEREAS, the University endowment spending policy guideline provides for an annual distribution in the range of 4 - 5% of the pooled endowment portfolio average market value over the twelve trailing quarters through December of the year prior to the new fiscal year,

NOW, THEREFORE BE IT RESOLVED, that the endowment pooled portfolio distribute \$4.10 per unit in FY 2022 which represents 4.04% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2020.

15. **RESOLVED**, the Board of Trustees approves the recommended revisions to the Bylaws as presented in Appendix D.
16. **RESOLVED**, that authorization be, and hereby is, given to the President of the University to confer degrees on May 28 and 29, 2021, on such students as shall have completed by that time all the requirements pertaining to such degrees.



**BOARD OF
TRUSTEES**

December 8, 2020

Minutes

A meeting of the Board of Trustees of the University of Delaware was held on December 8, 2020 via videoconference. The meeting began at 3:00 p.m.

TRUSTEES PRESENT:

John R. Cochran, Chair; 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; Kenneth C. Whitney

TRUSTEES EXCUSED:

Carol Ammon; John Carney; Michael Lynch; Sean Wang

APPROVED ON A MOTION MADE AND SECONDED:

The minutes of the Board's Semiannual meeting of June 23, 2020.

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 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.

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 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.

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 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.

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 C**.
7. **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.

8. **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.

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.

OPENING:

Chairman Cochran convened the meeting at 3:00 p.m. and welcomed all those in attendance for the Board of Trustees 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 June 23, 2020.

PUBLIC COMMENT:

The Board of Trustees allotted time on the agenda for public comment. The Board recognized Dr. John Morgan for public comment, and Dr. Morgan addressed the Board for two minutes.

REPORT OF THE PRESIDENT:

Dr. Assanis opened his presentation with an expression of gratitude to the entire University of Delaware community for their resilience, innovation, and diligence to protect one another during this unprecedented time. Looking toward the future, Dr. Assanis noted there is positive momentum to be leveraged from the work of the past several months.

Dr. Assanis reiterated the importance of the health and safety of our many communities and the work of the University to support the city, state and region. Dr. Assanis reviewed the results of the robust, in-house testing program which has conducted over 18,000 screenings since its inception in August. Dr. Assanis thanked the members of the administration who have played a critical role in developing and running the testing program. There have also been great enhancements in pedagogy as the faculty continue to leverage online and hybrid learning models to engage with their students.

Dr. Assanis also spoke to the University's early college credit program, which offers University of Delaware courses to high school students in all three counties of Delaware. There are currently 286 students from 13 districts registered for courses this year.

Research continues to make great progress despite the COVID-19 pandemic, with research projects spanning from the migratory patterns of black ducks to robotics and the recycling and reuse of N-95 masks.

Dr. Assanis recognized Ms. Fatimah Conley, recently appointed as the interim chief diversity officer and the reorganization of several offices on campus to increase equity and inclusive excellence across all aspects of the campus. He also recognized the appointment of three new deans: Michael Chajes, dean of the Honors College; Maria P. Aristigueta, dean of the Joseph R. Biden, Jr. School of Public Policy and Administration; and Louis Rossi, dean of the Graduate College and vice provost for Graduate and Professional Education.

Dr. Assanis took a moment to recognize the Office of Communications and Marketing and all those in communications roles at the University for their tireless efforts over the course of the pandemic to communicate with the community. He pointed to the coronavirus website as one example and shared that the site had received more than one million pageviews since February.

Dr. Assanis also reviewed the budget impacts of the pandemic and mitigation strategies to reduce the operating deficit. These efforts include drawing \$82 million from the University's endowment portfolio, voluntary salary and schedule reductions, reductions in discretionary spending and difficult reductions in force.

Looking toward the future, Dr. Assanis spoke to the many reasons for optimism, including an encouraging response from students to return to on-campus housing for the spring semester, a high number of applications for the coming fall and enrollment for winter session nearly 40% above typical enrollment numbers. Dr. Assanis also recognized the efforts of the past several years to hire new members of the faculty and noted that at this time, approximately one in four faculty at the University were hired in the past several years. He also recognized several faculty members who were identified as highly cited researchers in their fields.

Dr. Assanis also expressed confidence in the strategic pillars of the University and shared the need to continue to evolve these efforts as the world enters a post-COVID environment. Strategic investments that have been made over the past several years should position the University well to learn from the lessons of the pandemic and emerge stronger as a result.

SPECIAL PRESENTATION:

Dr. Assanis introduced Dr. Kelvin Lee, Gore Professor of Chemical & Biomolecular Engineering and Institute Director, National Institute for Innovation in Manufacturing Biopharmaceuticals, who addressed the Board of Trustees on the work of the Institute.

TRUSTEE COMMITTEE ON PUBLIC AFFAIRS & ADVANCEMENT:

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

- An introduction to Fatimah Conley, the newly appointed interim chief diversity officer;
- A discussion and re-introduction to the Southern Delaware Ad Hoc Committee;
- Recognition of donors;
- An update on state and local government relations; and
- An update on federal relations and a preliminary discussion of the next administration's priorities.

Ms. Kelly noted the two resolutions 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 November 2, 2020. Highlights included:

- A discussion of strategies to reschedule and reimagine the spring Convocation and Commencement ceremonies that were postponed;
- The approval of four recipients of the University's Honorary Degree: John L. Anderson, Patricia DeLeon, Ty Jones and A. Gilchrist Sparks III.
- Approval of eleven individuals 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 two resolutions recommended for action by the Board of Trustees.

TRUSTEE COMMITTEE ON GROUNDS & BUILDINGS:

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

- An update from President Assanis;
- A review of plans to return to a more populous spring semester with more on campus housing;
- A review of projects currently underway as well as changes in the capital plan as a result of reduced resources; and
- A presentation from a representative of the Faculty Senate.

Mr. Borel 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 November 4, 2020. Highlights included:

- Updates from Dr. Assanis and Dr. Morgan regarding the fall semester's operations and plans for the spring semester;
- A presentation on efforts to strengthen diversity, equity and inclusion on campus;
- A review of the dual enrollment program; and
- Updates from the Faculty Senate, Student Government Association and Graduate Student Government.

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

TRUSTEE COMMITTEE ON STUDENT LIFE AND ATHLETICS:

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

- A detailed briefing from Dr. Assanis reviewing the fall semester and plans for the spring semester;
- Updates on the plans for on-campus housing;
- Plans for conducting fall and spring athletics during the spring semester; 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 FINANCE:

Dr. Puglisi reported on the Committee's meeting of November 6, 2020. Highlights included:

- Two financial resolutions that are required whenever there is a change in the Officers of the University;
- A review of the performance of the investment portfolio;
- An update on the actual fiscal year 2020 budget versus estimates and an estimate for fiscal year 2021 budget;
- An update on state budget planning for fiscal year 2022; and
- Approval of the Davis Trust payout, which is approved annually.

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 November 19, 2020. At that meeting, the Committee recommended election of the following individual:

- Beth Cooper

The Committee also recommended reappointment of the following individuals at the end of their current, six-year term:

- Jim Borel
- Allison Burris Castellanos

On motions made and seconded, the individuals were approved unanimously, and were greeted with applause by those assembled.

EXECUTIVE COMMITTEE:

Mr. Cochran reported that the Executive Committee met on November 19, 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 several 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 resolution on faculty personnel actions, as provided for each of the trustees, and the names of those faculty were displayed for recognition.

ADJOURNMENT:

With no further business, the meeting was adjourned at 4:23 p.m.

Respectfully Submitted:



Beth G. Brand
Vice President & University Secretary

MINUTES FOR APPROVAL

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
Cloudeach, 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 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
Yendeleda 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 Tolan	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

MINUTES FOR APPROVAL

APPENDIX B

APPENDIX B RESOLUTIONS July 1, 2020 – December 31, 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;
Aramark (CP)	\$ 10,885,000.00	Business and Economics: University Wide	Aramark Scholars Program; Restricted Support for Presidential Priorities
Unidel Foundation, Inc. (FP)	\$ 10,124,358.00	University Wide	Biological Mass Spectrometry; Field Robotic Systems; Climate Science and Policy Hub; Delaware Teaching Fellows Program; UD-State Research Alliance; Photoacoustics Ultra Micro-Imaging; Electron Beam Evaporator; Neuroscience Graduate Program; Unidel Distinguished Graduate Scholars Program; Eugene du Pont Memorial Distinguished Scholars; Scaling Entrepreneurship Lab Program
Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)	\$ 5,200,000.00	Arts and Sciences; Business and Economics; Health Sciences	Donald J. Puglisi and Marichu C. Valencia Music Enrichment Fund; James B. O'Neill CEEE Faculty and Staff Support Fund; Maggie E. Neumann Health Sciences Research 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;
H. Fletcher Brown Trust (TC)	\$ 1,390,727.66	University Wide	H. Fletcher Brown Trust
Mr. Donald B. Brown ('72/EG)	\$ 1,000,000.00	Engineering	Donald B. Brown and Mardi Harrison Opportunity Scholarship
Dr. Daniel L. Chester (RF)	\$ 1,000,000.00	Engineering	Daniel L. Chester Student Enrichment Fund
Ms. Mary Sturges Dodge ('73/AS) and Dr. Thomas A. Evans (FS)	\$ 1,000,000.00	University Wide	Sturges, Robert and Susan Dodge and Thomas Evans Delaware Environmental Institute Graduate Fellowship
Mr. David A. Plastino ('78/AS)	\$ 1,000,000.00	Arts and Sciences	David A. Plastino Scholars
Mrs. Catherine E. Faller ('58/EHD) and Dr. James G. Faller ('62/EG)	\$ 918,000.00	Arts and Sciences; Education and Human Development; Engineering; Health Sciences	George and Joan Faller Scholarship; Ioannis and Sophia Eliades Scholarship in Math and Physics; Catherine Eliades Faller Scholarship; James and Catherine Faller Scholarship; Catherine and James Faller Health Sciences Scholarship
Phillip E. and Carole R. Ratcliffe Foundation (CP)	\$ 745,000.00	Business and Economics; Earth, Ocean and Environment	Ratcliffe Eco-Entrepreneurship Fellows Program

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;
Mr. John R. Felten ('64/EG)	\$ 500,000.00	Athletics; Engineering	John R. Felten '64 Baseball Support Fund; John R. Felten '64 Chemical Engineering Support Fund; John R. Felten '64 Chemical Engineering Graduate Fellowship
Mr. Kenneth C. Shelin, Jr. ('61/EHD)	\$ 500,000.00	Arts and Sciences	Department of Theatre
Open Up Resources (FP) [Mrs. Jessica R. Sliwerski (FR)]	\$ 455,000.00	Education and Human Development	Bookworms Project Support Fund
Treco Foundation (FP) [Douglas A. Treco, Ph.D. ('79/AS) and Mrs. Catherine A. Treco (FR)]	\$ 450,000.00	University Wide	Gloria Abromson Treco Scholarship
Mr. Brian Bennett (FR)	\$ 315,000.00	Morris Library	University Museums
DE Council on Economic Education (OO)	\$ 300,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Ms. Heather Smith Linton ('76/AS)	\$ 300,000.00	Arts and Sciences	Department of Philosophy
Edward C. Davis Trust (TC)	\$ 279,283.36	University Wide	Edward C. Davis Trust
Anonymous Friend (AF)	\$ 255,000.00	University Wide	McNair Scholars Program Support in STEM-related Fields

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;
Mr. Daniel J. Boyce (PA) and Mrs. Shelley Boyce (PA)	\$ 250,000.00	University Wide	Boyce Family Fund for Student Mental Health and Wellbeing
Crystal Trust (FP)	\$ 250,000.00	University Wide	Warner Hall Renovation
Ms. Donna M. Fontana ('85/BE)	\$ 250,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Mr. Charles W. Horn ('75/AS) and Mrs. Patricia A. Horn (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Kelly Family Foundation Fund-CFNJ (FF) [Mrs. Terri L. Kelly ('83/EG) and Mr. John B. Kelly ('83/BE)]	\$ 250,000.00	University Wide	Kelly Family Wellbeing Fund; Warner Hall Renovation
Krishna Vaddi, Ph.D. (FR) and Mrs. Lakshmi Vaddi (FR)	\$ 250,000.00	University Wide	Youth Entrepreneurship Program
Delaware Atlantis Foundation (FP) [two Anonymous Alums (AA); Anonymous Trustee (AE)]	\$ 235,000.00	Agriculture and Natural Resources; Health Sciences	Carvel Greenhouse Construction Project; Entomology and Wildlife Conservation; Apiary Program; GoBabyGo! Program
Mrs. Sandra L. Burgoon (FR)	\$ 204,392.70	Business and Economics; Engineering	Sandra L. Burgoon and Jules J. Schwartz Scholarships in Business and Economics and Mechanical Engineering
MedImmune, Inc. (CP)	\$ 200,000.00	University Wide	Biopharmaceutical Innovation Program

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;
Independence Prosthetics-Orthotics (CP) [Mr. John R. Horne ('94/AS)]	\$ 180,000.00	Health Sciences	Independence Prosthetics-Orthotics Graduate Education Fund
Mr. Terry F. Neimeyer ('77/EG) and Mrs. Mary L. Neimeyer ('77/BE)	\$ 150,000.00	Engineering	Terry F. Neimeyer Scholarship
Puglisi and Associates (CP) [Dr. Donald J. Puglisi (TR) and Ms. Marichu C. Valencia (PP)]	\$ 144,000.00	Arts and Sciences	Calidore String Quartet
Ms. Lyn B. Arnold ('77/AS)	\$ 125,000.00	Arts and Sciences; University Wide	J. L. Miller Internship in Journalism; Lyn B. Arnold Study Abroad Scholarship
Dr. Sharon L. Brittingham ('70/AS)	\$ 120,000.00	Education and Human Development	Sharon L. Brittingham Faculty Support Fund
Elizabeth V. White Trust (TC)	\$ 112,587.04	University Wide	Elizabeth V. White Trust
American Chemical Society - PRF (OO)	\$ 110,000.00	Earth, Ocean and Environment	Dr. Andrew Wozniak's Research Project: Implications for Sulfurization in Salt Marshes ACS
Mrs. Patricia A. Cochran (FR) and Mr. John R. Cochran III (TR)	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support 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;
Collins Charitable Foundation (FP) [Mr. John R. Collins ('80/BE) and Mrs. Margaret P. Collins ('80/AS)]	\$ 100,000.00	Business and Economics	James B. O'Neill CEEE Faculty and Staff Support Fund
Discover Financial Services, Inc. (CP)	\$ 100,000.00	University Wide	Small Business Development Center
Donald L. Gouge, Jr., Esq. ('80/AS)	\$ 100,000.00	Athletics	Men's Basketball Excellence Fund
Thomas L. Gutshall ('60/EG) and Mrs. Kipp T. Gutshall (FR)	\$ 100,000.00	Athletics	Student-Athlete Health & Wellbeing
Mr. Vance V. Kershner ('79/EG)	\$ 100,000.00	Engineering	College of Engineering Remote Education Initiative
Mr. Wayne E. McCabe ('57/EG)	\$ 100,000.00	Engineering	Wayne E. McCabe Charitable Gift Annuity for Mechanical Engineering
Ms. Rosalia Miranda (FR); Mr. G. Willy Miranda, Jr. ('70/AS) and Mrs. Stacey P. Miranda (FR)	\$ 100,000.00	Athletics	Willy Miranda Family Baseball Fund
Norwalt (CP) [Michael B. Seitel, P.E. ('87/EG) and Mrs. Julie E. Seitel (PA)]	\$ 100,000.00	Engineering	Design Studio in Mechanical Engineering
Mr. Robert W. Smith ('84/BE) and Mrs. Teresa O. Smith ('83/EHD)	\$ 100,000.00	Education and Human Development	Teachers for Tomorrow Program 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;
Tides Foundation (FP)	\$ 100,000.00	Education and Human Development	Computer Science Professional Development for Educators
Mr. David L. Warnock ('80/AS) and Ms. Michele Speaks (FR)	\$ 100,000.00	University Wide	Youth Entrepreneurship Program
Dr. Wayne C. Westerman ('99/EG)	\$ 100,000.00	Engineering	Westerman Family Graduate Research Fund
Mrs. Jacqueline Winn-O'Neill ('01/AS) and Dr. James B. O'Neill (RF)	\$ 100,000.00	Athletics	Dorothy V. O'Neill Memorial Women's Basketball Scholarship
NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby expresses its sincere gratitude for the generosity of these donors.			

APPENDIX C

FACULTY PERSONNEL ACTIONS

1. Named Professorships

The following individuals are recommended for named professorships:

Name	Title and Department
Thomas Epps	Allan and Myra Ferguson Distinguished Chair, Chemical and Biomolecular Engineering
April Kloxin	Thomas and Kipp Gutshall Development Professor of Chemical and Biomolecular Engineering, Chemical and Biomolecular Engineering
Millicent Sullivan	Alvin B. and Julie O. Stiles Professor of Chemical and Biomolecular Engineering Chemical and Biomolecular Engineering
Dion Vlachos	Unidel Dan Rich Chair in Energy, Chemical and Biomolecular Engineering
Sunita Chandrasekaran	David L. and Beverly J.C. Mills Career Development Chair, Computer and Information Sciences
Doug Tallamy	T.A. Baker Professor, Entomology and Wildlife Ecology
Mark Moline	Maxwell P. and Mildred H. Harrington Professor of Marine Studies, School of Marine Science and Policy

2. Promotions and Tenure

The following individuals are recommended for promotion from Associate Professor to Professor (all were granted tenure previously), effective September 1, 2021.

Name	Department
Changqing Wu	Animal and Food Sciences
Kelebogile Setiloane	Behavioral Health and Nutrition
Feng Jiao	Chemical and Biomolecular Engineering
Lars Gundlach	Chemistry and Biochemistry
Dannagal Young	Communication
Clara Chan	Earth Sciences
Adrienne Lucas	Economics
Michael Arnold	Economics
Abhyudai Singh	Electrical and Computer Engineering
Rachael Hutchinson	Languages, Literatures and Cultures
Erik Thostenson	Mechanical Engineering
Rodrigo Vargas Ramos	Plant and Soil Sciences
Erin Cassese	Political Science and International Relations
Joanne Miller	Political Science and International Relations
Jennifer Biddle	School of Marine Science and Policy
Daniel Stevens	School of Music
Marie-Christine Delbeau	School of Music
Regina Wright	School of Nursing
Chiara Sabina	Women and Gender Studies

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2021.

Name	Department
Sarah Trembanis	Associate in Arts Program
Max Michael McCamley	English
William Lewis	School of Education

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2021.

Name	Department
Gang Wang	Accounting and Management Information Systems
Ryan Arsenault	Animal and Food Sciences
Brandon McFadden	Applied Economics and Statistics
Leah Palm-Forster	Applied Economics and Statistics
Wei Qian	Applied Economics and Statistics
Laura Lessard	Behavioral Health and Nutrition
Shannon Robson	Behavioral Health and Nutrition
John Crowley	Communication
Sunita Chandrasekaran	Computer and Information Sciences
Sarah Wasserman	English
Lindsay Naylor	Geography and Spatial Sciences
Jeremy Crenshaw	Kinesiology and Applied Physiology
Dominique Guillot	Mathematical Sciences
Mahya Ghandehari	Mathematical Sciences
Tara Trammell	Plant and Soil Sciences
Abdol-Razagh Oskooii	Political Science and International Relations
Jasmin Cloutier	Psychological and Brain Sciences
Lisa Jaremka	Psychological and Brain Sciences
Lauren Reynolds	School of Music
Mari Griffioen	School of Nursing

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2021.

Name	Department
Ellen Monk	Accounting and Management Information Systems
Sarah Rooney	Biomedical Engineering
Julianna Schubert	Economics
Devon Miller-Duggan	English
Zhiyin Renee Dong	Languages, Literatures and Cultures
Anna Wik	Plant and Soil Sciences
Jennifer Lobasz	Political Science and International Relations

APPENDIX D

Bylaws of the University of Delaware (Revised 1989, 1992, 1997, 1999, 2011, 2016, ~~2019~~ 2021)

ARTICLE 1: THE BOARD OF TRUSTEES

SECTION 1.1. COMPOSITION AND METHOD OF APPOINTMENT OF THE BOARD OF TRUSTEES

SECTION 1.1.1. *Composition of the Board; Method of Appointment.* The composition of the Board and method of appointment of Trustees shall be as prescribed by the Charter of the University.

SECTION 1.1.2. *Vacancies; Resignation; Removal of Trustees.*

SECTION 1.1.2.1. Any vacancy in the Board caused by the expiration of term, death, resignation or otherwise, of a Trustee who was appointed by the Governor shall be filled by the Governor, so that there shall at all times be eight members of the Board appointed by the Governor. All other vacancies shall be filled by election by the Board.

SECTION 1.1.2.2. Any Trustee may resign at any time by mailing or otherwise delivering a written resignation to the Chair of the Board or the Vice President ~~and~~ & University Secretary.

SECTION 1.1.2.3. Any Trustee, upon recommendation by not less than two-thirds of the members of the Executive Committee, may be removed from the Board for any cause deemed by the Board to be appropriate, by the vote of two-thirds of the Trustees then serving.

SECTION 1.1.2.4. If any Trustee shall be convicted of a felony, whether the conviction resulted from a plea of guilty or nolo contendere or from a verdict after trial or otherwise, such member shall be deemed to have automatically resigned as a member of the Board as of the date of such conviction. If any Trustee shall be charged with a felony, such Trustee shall be placed on leave automatically during the pendency of the proceeding, unless thereafter by an affirmative vote of at least two-thirds of the Trustees the Board determines otherwise.

SECTION 1.1.3. *Attendance at Board Meetings.*

SECTION 1.1.3.1. The place of a Trustee who shall be absent from three successive regular meetings shall be vacated, unless the Board shall otherwise specially direct, and a vacancy thus created shall be filled as in other cases. The acceptance by the Board of an excuse for nonattendance shall be construed as a special direction that such absence shall not operate toward creating a vacancy. A Trustee appointed or elected and not accepting at or before the next regular meeting shall be considered as declining and a new appointment shall be made.

SECTION 1.1.4. *Honorary Counselor to the Board.* The Board may in its discretion, from time to time, appoint any person to the office of Honorary Counselor to the Board, in recognition of long and distinguished service to the University. The Counselor to the Board shall be privileged to attend all meetings of the Board and speak on any matter coming before the Board and shall have such other functions as the Board may by resolution provide. An Honorary Counselor to the Board, not being a member of the Board, shall not be counted for the purpose of determining the presence of a quorum and shall have no vote.

SECTION 1.1.5. *Trustees Emeriti.* The Board may in its discretion, from time to time, appoint any former Trustee to the office of Trustee Emeritus of the Board in recognition of distinguished service to the University as a Trustee. A Trustee Emeritus shall be privileged to attend all meetings of the Board and speak on any matter coming before the Board and shall have such other functions as the Board may by resolution provide. A Trustee Emeritus of the Board, not being a member of the Board, shall not be counted for the purpose of determining the presence of a quorum and shall have no vote.

SECTION 1.2. POWERS OF THE BOARD OF TRUSTEES

SECTION 1.2.1. *Powers of the Board.* As provided in Section 5106 of the Charter of the University, the Board shall have the entire control and management of the affairs of the University; and nothing provided in these Bylaws shall diminish or reduce the Board's plenary authority over all matters related to the control and management of the affairs of the University.

SECTION 1.3. MEETINGS OF THE BOARD OF TRUSTEES

SECTION 1.3.1. *Regular Meetings.* Two regular meetings of the Board shall be held every year at the University or such other location as the Chair of the Board shall determine, one in the fall and the other in the spring, the specific day to be determined by the Chair of the Board. Other regular meetings may be held on the call of the President, which the President may make at the President's own discretion, and shall make on the written request of any two or more Trustees.

SECTION 1.3.2. *Special Meetings.* Special meetings may be held at the call of the Chair of the Board, which the Chair of the Board may make at his or her discretion and shall make on the written request of at least six Trustees.

SECTION 1.3.3. *Notice of Meetings; Electronic Notice.*

SECTION 1.3.3.1. The Secretary of the Board shall give notice of all regular meetings of the Board by sending to Trustees at their address of record a written notification at least two weeks in advance of regular meetings. Except as otherwise required by law, at least three days' written or telephone notice shall be given of special meetings of the Board; *provided, however,* that the Chair of the Board may call a special meeting upon less than three days' notice if special circumstances warrant. The time and place of all meetings and the purpose of special meetings shall be stated in the notice thereof, and the proceedings of special meetings shall be confined to the purposes therein stated and matters germane thereto.

SECTION 1.3.3.2. Notice in writing may be effected by mail, facsimile transmission, courier service, or email or similar electronic transmission, to each Trustee's last known address. Notice shall be deemed given on the date sent or transmitted.

SECTION 1.3.3.3. Attendance at a meeting shall constitute waiver of notice, except when a Trustee attends a meeting for the express purpose of objecting at the beginning of the meeting to the transaction of any business because the meeting was not properly called or convened.

SECTION 1.3.4. *Quorum*. Nine Trustees shall constitute a quorum to do business; a lesser number may adjourn.

SECTION 1.3.5. *Ex Officio Trustees*. Ex officio Trustees as specified in the Charter of the University shall be entitled to vote at all Board meetings.

SECTION 1.3.6. *Order of Business at Meetings of the Board*. Unless ordered by the Chair of the Board or other Trustee presiding in the absence of the Chair of the Board, the order of business at each regular meeting of the Board shall be:

1. Roll Call
2. Excuses for absences
3. Approval of minutes of the last meeting
4. Unfinished business
5. Reports of officers
 - (a) Treasurer of the Board
 - (b) President of the University
6. Reports and recommendations of standing committees
7. Reports and recommendations of special committees
8. Appointment of committees
9. Miscellaneous
10. Adjournment

SECTION 1.3.7. *Taking and Preservation of Minutes*. The Vice President ~~and~~ & University Secretary shall take minutes of all meetings of the Board; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; and shall be custodian of all records of the Board.

SECTION 1.3.8. *New Business*. No business properly referable to a standing committee or committees of the Board shall, prior to such reference, be considered in a meeting of the Board without the consent of (1) a majority of the Trustees present who are members of the committee or committees concerned and (2) an affirmative vote of a majority of the Trustees present.

SECTION 1.3.9. *Executive Sessions*. By order of the Chair of the Board or by vote of a majority of the Trustees present at any meeting of the Board, the meeting or a portion thereof may be closed to the public, subject to the applicable requirements of State law concerning access to such meetings. Executive sessions of the Board shall include the Trustees (including the President), the Vice

President & General Counsel, and the Vice President ~~and~~ & University Secretary; *provided, however*, that should the subject of an executive session be the performance of a specific Trustee, the Vice President & General Counsel, or the Vice President ~~and~~ & University Secretary, then that person shall not be entitled to attend. Other individuals may be invited to attend all or portions of an executive session as deemed necessary by the Chair of the Board or other Trustee presiding in the absence of the Chair of the Board.

SECTION 1.3.10. *Compliance with Delaware Freedom of Information Act.* In those instances where Delaware's Freedom of Information Act, 29 Del. C. Ch. 100 ("FOIA"), applies to activities of the Board, the Board shall act in compliance with FOIA.

SECTION 1.3.11. *Livestreaming of Board Meetings.* Meetings of the full Board of Trustees shall be livestreamed such that members of the public may hear all meeting participants contemporaneously. Recordings of full Board meetings will be maintained for public access for a period of at least one year.

SECTION 1.4. TRUSTEE CONFLICT OF INTEREST POLICY

SECTION 1.4.1. *Scope.* The purpose of this Conflict of Interest Policy is to protect the University's interest if a transaction or arrangement to which the University is a party might benefit or might be seen as benefiting the private interest of a Trustee.

SECTION 1.4.2. *Policy.* It is the policy of the University that Trustees shall act in a manner consistent with their fiduciary duty and responsibilities to the University, and that, should they have a conflict of interest, they shall recuse themselves from Board consideration of the matter giving rise to the conflict of interest.

SECTION 1.4.3. *Definitions.* As used in this Conflict of Interest Policy, the following terms shall have the meanings indicated.

SECTION 1.4.3.1. "Trustee" means (a) a person serving as a voting or nonvoting member of the Board; (b) an honorary counselor to the Board appointed under Section 1.1.4; (c) a Trustee Emeritus or Trustee Emerita appointed to the Board under Section 1.1.5; and (d) a non-Trustee appointed to a visiting committee under Section 2.13.2.

SECTION 1.4.3.2. "Conflict of interest" means a situation in which a Trustee's financial interest in a transaction for the provision of goods or services to the University for compensation or remuneration or his or her relationship with an organization compromises the Trustee's independence of judgment, allows a Trustee to exploit his or her position for personal or financial gain, or causes harm to the University's reputation.

SECTION 1.4.3.3. "Organization" means an individual, company, association, partnership, or other entity, whether incorporated or unincorporated and whether for-profit or not-for-profit, that provides or has expressed an interest in providing goods or services to the University for compensation or remuneration.

SECTION 1.4.3.4. “Affiliate” means (a) an organization of which a Trustee is an officer, director, trustee, partner, employee or agent; (b) an organization in which the Trustee has a material interest; or (c) any spouse, parent, or child of a Trustee.

SECTION 1.4.3.5. “Material interest” means a financial interest in an organization by virtue of (a) ownership of five percent or more of the organization’s outstanding stock or comparable ownership interest in a non-corporate entity; (b) a paid consulting or employment relationship with the organization; or (c) receipt of a gift, favor, benefit, or service from the organization if the cumulative value of all such gifts, favors, benefits, and services received by such Trustee from such organization in any twelve-month period is \$100 or more.

SECTION 1.4.4. *No Compensation for Trustees.* Trustees serve as volunteers and are not compensated for their services. Consistent with this policy, no Trustee may serve as a paid consultant to or enter into a paid employment or contractual relationship with the University or otherwise provide services to the University for payment while he or she is a Trustee or for a period of one year after service as a Trustee ends; *provided, however*, that the prohibition in this sentence shall not be construed or applied to prohibit a contract of full-time employment between the University and any Trustee who is employed by the University as (1) President or (2) a ~~full-time~~ member of the University Faculty if such Trustee was so employed prior to his or her appointment as a Trustee.

SECTION 1.4.5. *Disclosure.* Each Trustee shall be required to file on an annual basis, and at such other times as a potential conflict of interest may arise, a Disclosure and Compliance Affirmation Statement disclosing his or her financial interest, or that of an affiliate, in a transaction for the provision of goods and services to the University for compensation or remuneration and affirming that (1) the Trustee has read the Conflict of Interest Policy contained in these Bylaws, and (2) the Trustee will avoid participating in any University decision involving or affecting such transaction or where for other reasons the Trustee’s independent judgment could be affected by a conflict of interest.

SECTION 1.4.6. *Recusal.* Trustees shall avoid participating in any University decision in which, by any reasonable standard, institutional or other connections could influence the Trustee’s independent judgment. Where the Trustee is in doubt as to whether he or she should avoid participating in a decision, the Trustee shall raise the issue in advance with the Chair of the Board for determination.

SECTION 1.4.7. *Quorum consideration.* A Trustee who is recused under Section 1.4.6 may be counted in determining the presence of a quorum but such Trustee shall not be counted for purposes of determining whether a quorum exists with respect to the requisite action. In the event that the Chair of the Board is an interested Trustee, the senior Vice Chair of the Board in the case of the Board or the senior Trustee in the case of a committee of the Board shall undertake the powers and duties of the Chair of the Board or committee chair in connection with the matter under consideration.

SECTION 1.5. OFFICERS OF THE BOARD AND THEIR DUTIES

SECTION 1.5.1. *Officers of the Board.* The officers of the Board shall be a Chair of the Board, one or more Vice Chairs of the Board, a Secretary, and a Treasurer. Officers shall be elected annually by a majority vote of those present at the regular spring meeting of the Board. Officers shall each perform the duties imposed upon them in their respective offices by the Charter of the University, these Bylaws, and the general law, and shall hold their offices until their successors are elected. One Trustee may hold more than one office. The Board reserves the power to remove any officer and to fill vacancies occasioned by death, resignation, removal, or any other cause. Officers of the Board shall not be deemed officers of the University.

SECTION 1.5.2. *Chair of the Board.* The Chair of the Board shall preside at all meetings of the Board when present. The Chair of the Board shall have the authority to perform the duties imposed by law, the Charter of the University, these Bylaws, and resolutions of the Board. The Chair of the Board shall perform generally the functions of the executive head of the Board. The Chair of the Board shall be an *ex officio* member of all standing and special committees of the Board. With the exception of the Executive Committee, the Chair of the Board shall not be counted for purposes of determining the presence of a quorum and shall have no vote in standing and special committees.

SECTION 1.5.3. *Vice Chair of the Board.* In the event of the absence or disability of the Chair of the Board, the powers and duties of the Chair of the Board shall devolve upon the senior Vice Chair of the Board. In the event the senior Vice Chair of the Board is absent or unable to serve, or elects not to serve, the next senior Vice Chair of the Board shall be eligible to serve, and so on. Seniority shall be determined by the length of service in the office of Vice Chair of the Board. In the case of contemporaneously elected Vice Chairs of the Board, seniority shall be determined by length of service as a Trustee.

SECTION 1.5.4. *Chair of the Board pro tempore.* In the absence of the Chair of the Board and the Vice Chairs of the Board, the Board shall elect a Chair of the Board pro tempore to preside at that particular meeting.

SECTION 1.5.5. *Secretary.*

SECTION 1.5.5.1. The Secretary, through the Vice President ~~and~~ & University Secretary, shall perform duties imposed by law and usually incident to that office except as otherwise provided by the Board. The Secretary shall, in addition to the sending of notices of meetings herein provided for, see that copies of the minutes of the preceding regular meeting and of any special meeting held since the last regular meeting are sent to each Trustee. As soon as possible after each meeting, the Secretary shall transmit to the proper officer, or to the chairs of the appropriate committees, all papers, matters, or business that may have been referred to them respectively. The Secretary shall notify, by letter, all persons elected or appointed to office by the Board and shall notify those upon whom honorary degrees are to be conferred.

SECTION 1.5.5.2. The Secretary may delegate to the Vice President ~~and~~ & University Secretary or other appropriate officer of the University any of the duties of notification and transmittal.

SECTION 1.5.6. *Treasurer*. The Treasurer, through the Executive Vice President and ~~& Treasurer-Chief Operating Officer~~ of the University, shall have general supervisory authority over the funds and moneys of the University and the disbursement thereof, except to the extent that the Board may otherwise provide. The Treasurer shall render each year to the Committee on Finance a full report and an inventory of the investments of the University. The ~~Treasurer-Executive Vice President & Chief Operating Officer~~ shall also submit to the Board at its regular meeting in December an auditor's report of all accounts up to the first day of the preceding July.

ARTICLE 2. COMMITTEES OF THE BOARD AND THEIR DUTIES

SECTION 2.1. STANDING COMMITTEES.

SECTION 2.1.1. The Standing Committees of the Board shall be: an Executive Committee; a Committee on Academic Affairs; a Committee on Finance; a Committee on Grounds and Buildings; a Committee on Honorary Degrees and Awards; a Committee on Public Affairs and Advancement; and a Committee on Student Life and Athletics. Each of these committees shall consist of not fewer than three members.

SECTION 2.1.2. Any matters appropriate for consideration by a standing committee ordinarily shall first be referred to that committee by the Chair of the Board, except when the Chair of the Board determines in his or her discretion that prompt action is needed. Matters determined to be appropriate for consideration by more than one standing committee may be referred by the Chair of the Board to one or more committees for consideration, jointly or serially, in his or her discretion.

SECTION 2.1.3. The chair of each standing committee, with the concurrence of the Chair of the Board, shall have the authority to establish and appoint members to such subcommittees as he or she deems necessary or desirable to properly discharge the committee's responsibilities and, when authorized by the Executive Committee, to appoint non-voting, advisory members who are not Trustees to attend and participate in the meetings of the standing committee or its subcommittees.

SECTION 2.2. EXECUTIVE COMMITTEE.

SECTION 2.2.1. The Executive Committee shall consist of the Chair of the Board and seven additional Trustees as may be appointed by the Chair of the Board from time to time. Five members shall constitute a legal quorum for the transaction of business.

SECTION 2.2.2. In any interval between the regular meetings of the Board, the Executive Committee shall have authority to transact all business and do any act that could come before the Board.

SECTION 2.3. COMMITTEE ON ACADEMIC AFFAIRS. The Committee on Academic Affairs shall have ~~the responsibility to ensure oversight over:~~ the consistency of the academic program ~~is consistent~~ with the University's mission and overall strategy; the allocation of resources within the comprehensive financial plan to ensure it reflects the University's academic priorities; the faculty personnel policies and procedures to ensure they complement academic priorities; the

~~appropriateness of the~~ University's academic programs ~~are appropriate~~ for its students; and the University ~~assesses's assessment of~~ the effectiveness of its academic programs.

SECTION 2.4. COMMITTEE ON FINANCE. The Committee on Finance shall have ~~general charge and control of oversight over~~ the fiscal affairs of the Corporation. The Committee shall ~~review the annual comprehensive financial plan, showing under appropriate captions the estimated revenues, expenditures and transfers for the next fiscal year, as submitted by the Executive Vice-President & Chief Operating Officer, and have prepared and shall submit to it to the Executive Committee for approval a comprehensive financial plan for the University, showing under appropriate captions the estimated revenues, expenditures and transfers for the next fiscal year.~~ When the comprehensive financial plan has been approved by the Executive Committee and the Board, no person shall have the authority to expend more than the amounts authorized in the comprehensive financial plan; but the Executive Committee may authorize revisions in accordance with University business control policies.

SECTION 2.5. COMMITTEE ON GROUNDS AND BUILDINGS. The Committee on Grounds and Buildings shall have oversight ~~of over~~ all matters relating to real estate, construction, and maintenance of property.
~~No real estate undertaking valued at one million dollars or more shall be approved by the Board without submission to and approval by the Committee on Grounds and Buildings.~~

SECTION 2.6. COMMITTEE ON HONORARY DEGREES AND AWARDS.

SECTION 2.6.1. The Committee on Honorary Degrees and Awards shall consist of seven members, four of whom shall be Trustees and appointed by the Chair of the Board, and three of whom shall be members of the University faculty appointed by the President of the University.

SECTION 2.6.2. Nominations for honorary degrees and awards may be made to the Chair of the Board, the President of the University, or to the chair of the Committee on Honorary Degrees and Awards.

SECTION 2.6.3. Honorary degrees and awards shall be granted by the Board upon the recommendation of the Committee on Honorary Degrees and Awards and, in the case of honorary degrees, after consultation with the University Faculty. Both honorary degrees and awards shall recite, as the sole authority for their issuance, the action of the Board granting the degree or award.

SECTION 2.7. COMMITTEE ON PUBLIC AFFAIRS AND ADVANCEMENT. The Committee on Public Affairs and Advancement ~~is charged with~~ shall have oversight over - monitoring the political, economic, social, and public policy environment in which the University operates, identifying through external and government relations, communications, and marketing activities those issues that directly impact the University and recommending appropriate courses of action; and advancing the University's mission and programs through the provision of policy direction for a vigorous and appropriate advancement program. These efforts shall align clearly with the stated goals and mission of the University, as approved by the Board ~~or other appropriate authority. The Committee shall assist in the identification and the solicitation of major gifts to the University.~~

SECTION 2.8. COMMITTEE ON STUDENT LIFE AND ATHLETICS. The Committee on Student Life and Athletics shall have ~~responsibility for~~ oversight over all matters relating to services for students (other than academic services) or relating to athletics. It shall also consider all aspects of student life and shall review annually the policies promulgated by faculty and student bodies bearing in mind that student governance is a faculty responsibility, as defined in Section 3.2.5 of these Bylaws, but that, under the Charter of the University, the Trustees may, if necessary, promulgate bylaws for the care, control and government of students.

SECTION 2.9. SPECIAL COMMITTEES. The Special Committees of the Board shall be a Compensation Committee, which shall have responsibility for approving compensation for the administrative officers of the University, ~~and a Nominating Committee, which shall have responsibility to present nominees to fill vacancies of officers of the Board and in the twenty Board positions filled by the Board, and a Bond Committee, which shall have responsibility for~~ bond financing matters.

SECTION 2.10. APPOINTMENT OF COMMITTEES.

SECTION 2.10.1. Members of standing committees shall be appointed each year at the spring meeting of the Board by the Chair of the Board, and members shall hold office for one year or until successors are appointed, except that members of the Executive Committee may be appointed for shorter terms. Members of special committees shall be appointed by the Chair of the Board. Other committees of the Board and the members thereof shall be appointed by the Chair of the Board as occasion may require and for such periods as the Chair of the Board shall determine. The Chair of the Board shall have the power at any time to fill vacancies on committees that may occur and to name additional members to committees within limits prescribed by these Bylaws. The Chair of the Board shall also designate the chair of each of the committees.

SECTION 2.10.2. The President and Trustees who are not members of a standing or visiting committee may attend any standing or visiting committee, subject to the advance approval of the chair of such standing or visiting committee, but their presence shall not be counted for the purpose of determining the presence of a quorum and they shall have no vote.

SECTION 2.11. REPORTS OF STANDING COMMITTEES. All standing committees shall submit their respective reports and their recommendations to the Executive Committee. The Executive Committee shall consider the various recommendations contained in such reports and shall submit such reports and the Executive Committee's recommendations to the Board.

SECTION 2.12. REPORTS OF THE NOMINATING COMMITTEE. Reports of the Nominating Committee shall be presented orally to the Board at regular meetings of that body or at any special meeting called for the purpose of receiving such reports.

SECTION 2.13. VISITING COMMITTEES.

SECTION 2.13.1. *Creation of Visiting Committees.* Visiting committees may be created from time to time by the Executive Committee to serve under standing committees of the Board. A visiting committee would typically be created for the purpose of supporting a unit of the University. A

visiting committee would typically be named to carry out other functions more specific or detailed than those which are the responsibility of a standing committee of the Board.

SECTION 2.13.2. *Appointment of Visiting Committees.* The chair of the standing committee served by a visiting committee, or a member of the standing committee designated by the chair of such standing committee, and the President of the University, or his or her designee, shall each serve ex-officio as a member of any visiting committee, but shall not be counted for the purpose of determining the presence of a quorum and shall have no vote. The chair and other members of a visiting committee shall be appointed, for the terms specified, by the Chair of the Board, and such appointees need not be Trustees.

SECTION 2.13.3. *Coordination.* The Vice President ~~and~~ & University Secretary shall have responsibility for coordination of the affairs of the visiting committees, as in the case of other committees.

ARTICLE 3: THE FACULTY AND OFFICERS OF THE UNIVERSITY

SECTION 3.1. EDUCATIONAL SUBDIVISIONS OF THE UNIVERSITY

SECTION 3.1.1. *Educational Organization; Colleges.* Until otherwise ordered by the Board, the University shall have ~~seven~~ nine colleges, each headed by a dean: Agriculture and Natural Resources; Arts and Sciences; the Lerner College of Business and Economics; Earth, Ocean, and Environment; Education and Human Development; Engineering; ~~and~~ Health Sciences; Honors; and Graduate.

SECTION 3.1.2. *Changes to Educational Organization.* Recommended changes in the educational organization of the University shall come to the Board through the President of the University.

SECTION 3.2. THE FACULTY

SECTION 3.2.1. *Role of the Faculty.* Until otherwise ordered by the Board, and to the extent provided in these Bylaws, authority is hereby delegated to the University Faculty to formulate and administer the academic and educational policies of the University in accordance with the Charter of the University, provided that any changes in academic and educational policies having a material financial impact upon the University shall require approval of the Board.

SECTION 3.2.2. *Membership in the Faculty.*

SECTION 3.2.2.1. The voting membership shall consist of the following: the President of the University; academic administrators holding a faculty rank; full-time professors, associate professors, assistant professors, and instructors; and such other members of the administrative and professional staff as may be approved by the Trustees.

SECTION 3.2.2.2. The University Faculty may elect to honorary membership persons who have rendered meritorious service to the University.

SECTION 3.2.3. *Faculty Senate.*

SECTION 3.2.3.1. There exists a Faculty Senate, formed by the University Faculty through its Constitution, which shall function as the standing executive committee of the University Faculty, and that shall, except during regular and special meetings of the University Faculty, exercise all the powers vested in the University Faculty of the University of Delaware by the Board of Trustees, and that shall be empowered to determine the duties that it will delegate to the faculty committees. The Faculty Senate shall have the power to adopt and to amend Senate Bylaws governing its composition, organization, and procedures. The Senate Bylaws shall provide for such standing and special committees as may be needed.

SECTION 3.2.3.2. The Faculty Handbook shall contain the major academic and educational policies and regulations of the University and shall be maintained jointly by the Faculty Senate and the Provost's Office. Changes to the Faculty Handbook (excluding the section on Personnel Benefits) may be proposed by the Faculty Senate, University Faculty or the Provost. Changes initiated through and approved by the Faculty Senate or University Faculty require approval of the Provost. Changes initiated by the Provost require approval of the Faculty Senate or University Faculty. Disapproval by either shall occur only for reasons that are communicated in writing. The parties then shall have the opportunity for further consideration. Conflicts between the Faculty Senate or University Faculty and the Provost, whether with respect to policies proposed by the Provost or originated by the Faculty Senate or University Faculty, shall be resolved by the President after transmittal of their respective views.

SECTION 3.2.4 *The President as Member of the Faculty.* The President of the University shall be the presiding officer of the University Faculty.

SECTION 3.2.5. *Responsibilities of the Faculty.* The University Faculty, ordinarily acting through the Faculty Senate, except when the University Faculty act through a University Faculty meeting (to be held upon call of the President of the University, a majority vote of the Faculty Senate, or a petition by fifteen percent of the voting members of the University Faculty), shall:

SECTION 3.2.5.1. Make recommendations on the rules and regulations for the government and discipline of the student body.

SECTION 3.2.5.2. Provide for the establishment of the curricula and courses at the University.

SECTION 3.2.5.3. Consult with the appropriate unit(s) and make recommendations for programs of extra-curricular education for students.

SECTION 3.2.5.4. Consult with the appropriate unit(s) and make recommendations on educational and academic policies of admission.

SECTION 3.2.5.5. Determine the requirements for academic degrees and recommend candidates for diplomas, academic degrees and academic certificates, which shall be

conferred by the President of the University under the authority of the Board.

SECTION 3.2.5.6. Recommend policies concerning awards, prizes, and scholarships.

SECTION 3.2.5.7. Recommend policies relating to the administration of the University Library.

SECTION 3.2.5.8. Make recommendations for the conduct of formal academic exercises and public functions held under the auspices of the University.

SECTION 3.2.5.9. Adopt regulations governing its own procedures with authority to enact, amend, and repeal its Constitution and Senate Bylaws.

SECTION 3.2.5.10. Determine the duties that it will delegate to Faculty Senate committees and to the faculties of the several colleges and divisions of the University.

SECTION 3.2.5.11. Make recommendations concerning the establishment of any degree program or the disestablishment of any degree program.

SECTION 3.2.5.12. Consider and make recommendations for proposed changes in University organization. Changes in University organization shall include the establishment or abolition of academic departments, colleges or divisions; the transfer of a department or division from one college to another; and the establishment or abolition of administrative offices that are directly concerned with academic matters.

SECTION 3.2.6. *Privileges of the Faculty.* It shall be the privilege of the University Faculty:

SECTION 3.2.6.1. To consider matters of general interest to the University and make recommendations thereupon to the President for transmission to the Board.

SECTION 3.2.6.2. To make recommendations to the President or the President's designee, for transmission to the Board, concerning the formation of policies governing academic appointments, promotions, tenure, dismissals, and salaries.

SECTION 3.2.6.3. To propose to the President, for transmission to the Board, amendments to these Bylaws, *provided that* any such proposed amendment is proposed in writing at the preceding regular meeting of the University Faculty.

SECTION 3.2.7. *President and Faculty.* The University Faculty and Administrative Officers of the University shall administer the academic and educational policies of the University in a collaborative manner. All matters of conflicting jurisdiction as to the exercise of powers by the several colleges and divisions shall be decided by the President of the University in his or her sole discretion.

SECTION 3.3. ADMINISTRATIVE OFFICERS OF THE UNIVERSITY

SECTION 3.3.1. *Administrative Officers of the University.* The ~~administrative~~ Administrative

Officers of the University shall be the President of the University; the Provost; the Executive Vice President ~~and & Treasurer~~ Chief Operating Officer; the Vice President ~~and &~~ University Secretary; and such University officers holding the rank of Vice President and such other administrative officers as the Board, by resolution, shall from time to time establish.

SECTION 3.3.2. *President of the University.*

SECTION 3.3.2.1. The President of the University is appointed by the Board and serves at the pleasure of the Board.

SECTION 3.3.2.2. The President, as the executive agent of the Board and the chief executive officer of the University shall have general supervision of the affairs of the University.

SECTION 3.3.2.3. Subject to confirmation by the Board, the President shall appoint the Provost, the Executive Vice President ~~and & Treasurer~~ Chief Operating Officer, the Vice President ~~and &~~ University Secretary, the Vice Presidents of the University, and other officers of the University; and subject to recommendation by the Provost and confirmation by the Trustees, the President shall appoint the Deans.

SECTION 3.3.2.4. In the event of a scheduled absence, the President may delegate administrative functions to any administrative officer.

SECTION 3.3.2.5. In the event of incapacity of the President that materially impairs the President's ability to discharge the responsibilities of the office, the Provost shall perform the duties of the President, unless the Board of Trustees shall direct otherwise.

SECTION 3.3.2.6. In the event of a vacancy in the office of the President, an Acting President shall be chosen by the Board to serve at the pleasure of the Board. The Chair of the Board shall appoint a special committee, the members of which need not all be Trustees, that, pursuant to policies and procedures adopted by the Board, shall seek and evaluate candidates for the office. To be elected, a nominee must receive the affirmative vote of at least a majority of the voting members of the Board then in office.

SECTION 3.3.2.7. The President shall be removable from office only upon the affirmative vote of a majority of the voting members of the Board then in office.

SECTION 3.3.3. *The Provost.*

SECTION 3.3.3.1. The Provost shall be the chief academic officer of the University next in authority to the President of the University. The Provost shall report to the President and, in addition to the powers and duties specified in this Bylaw, shall have such additional powers and duties as shall be assigned from time to time by the President.

SECTION 3.3.3.2. As chief academic officer, the Provost shall be responsible for proposing academic and educational policies to the Faculty Senate and for reviewing and approving, prior to implementation, all academic and educational policies of the University which are initiated and approved by the Faculty Senate or University Faculty. Disapproval by the

Provost of policies approved by the Faculty Senate or University Faculty shall occur only for reasons that are communicated in writing to the Faculty Senate or University Faculty by the Provost. The Faculty Senate or University Faculty then shall have the opportunity for further consideration. Conflicts between the Faculty Senate or University Faculty and the Provost, whether with respect to policies proposed by the Provost or originated by the Faculty Senate or University Faculty, shall be resolved by the President after transmittal of their respective views.

SECTION 3.3.3.3. The Provost shall receive through the Faculty Senate or University Faculty recommendations developed by the faculty and educational officers for consideration and recommendation to the President and Board of Trustees.

SECTION 3.3.4. *The Executive Vice President ~~and & Treasurer~~ Chief Operating Officer.* Under the direction of the President, the Executive Vice President ~~and & Treasurer~~ Chief Operating Officer is the chief administrative and financial officer of the University.

SECTION 3.3.5. *The Vice President ~~and &~~ University Secretary.*

SECTION 3.3.5.1. Under the direction of the President and the Board, the Vice President ~~and &~~ University Secretary is responsible for the administration of matters related to the Board, its standing, special, and visiting committees, including the official record of actions considered and taken by the Board and its committees, and providing staff support for the Board and its committees. The Vice President ~~and &~~ University Secretary is the liaison between the Board and the University administration.

SECTION 3.3.5.2. The Vice President ~~and &~~ University Secretary shall affix the seal of the University to such documents as may require it.

SECTION 3.4. ACADEMIC DEANS OF THE UNIVERSITY

SECTION 3.4.1. *Deans of Colleges.* Under the direction of the Provost, each of the University's colleges shall be managed and directed by a dean, who shall be appointed as provided in Section 3.3.2.63.

SECTION 3.4.2. *Duties of Deans.* The dean of any college, in addition to other duties, shall have immediate charge of supervising and coordinating all research, instructional, educational, budgeting and outreach activities of that college.

SECTION 3.5. CHAIRS/DIRECTORS OF ACADEMIC DEPARTMENTS/SCHOOLS

SECTION 3.5.1. *Appointments of Chairs/Directors of Academic Departments/Schools.* Department chairs/School directors shall be appointed by the President of the University, upon the recommendation of the appropriate deans and the Provost, with the President having the authority to replace a department chair/school director at any time if, in the opinion of the President, Provost, or the appropriate dean, such action shall be desirable.

SECTION 3.5.2. *Duties of Chairs/Directors.* The chair/director of any department/school, in addition to other duties, shall have immediate charge of supervising and coordinating all research, instructional, educational, and outreach activities of that department/school.

ARTICLE 4: INDEMNIFICATION AND ADVANCEMENT OF EXPENSES OF TRUSTEES AND OFFICERS

SECTION 4.1. ELIGIBILITY FOR INDEMNIFICATION. Any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was a Trustee or Addministrative Officer of the University of Delaware, or is or was serving at the request of the University as a trustee, director, or officer of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by the University against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred in connection with such action, suit or proceeding, if the trustee, director, or officer acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the University, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful; provided, however, the University shall indemnify any such person seeking indemnification in connection with a proceeding (or part thereof) initiated by such person only if such indemnification is authorized by the Board. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of *nolo contendere* or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interest of the University, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful; provided, however, if the action referred to above is brought by or in the right of the University to procure a judgment in its favor, no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the University unless and only to the extent that the Court of Chancery of the State of Delaware or the Court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses that the said Court shall deem proper.

SECTION 4.2. INDEMNIFICATION AGAINST EXPENSES. To the extent that any such person has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 4.1, or in defense of any claim, issue or matter therein, he or she shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred in connection therewith.

SECTION 4.3. DETERMINATION OF ELIGIBILITY. Except as provided in Section 4.2 or ordered by a court, any indemnification authorized by Section 4.1 shall be made by the University only as authorized in the specific case upon a determination that indemnification of the trustee, director, or officer is proper in the circumstances because he or she has met the applicable standard of conduct set forth in Section 4.1. Such determination shall be made (1) by the Board by a majority vote of Trustees who were not parties to such action, suit or proceeding even though less than a quorum, or (2) by a committee of such Trustees designated by majority vote of such

Trustees even though less than a quorum, or (3) if there are no such Trustees, or if such disinterested Trustees so direct, by independent legal counsel in a written opinion.

SECTION 4.4. ADVANCE PAYMENT OF EXPENSES. Expenses (including attorneys' fees) incurred by the persons identified in Section 4.1 in defending a civil or criminal action, suit or proceeding referred to in Section 4.1 shall be paid in advance of the final disposition of such action, suit, or proceeding upon receipt of an undertaking by or on behalf of such a person to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the University as authorized by these Bylaws.

SECTION 4.5. MISCELLANEOUS. The foregoing rights of indemnification and advancement of expenses shall in no way be exclusive of any other rights of indemnification and advancement of expenses to which any such trustee, director, or officer may be entitled, under any other Bylaw, agreement, vote of disinterested trustees or otherwise, and shall continue as to a person who has ceased to be a trustee, director, or officer and shall inure to the benefit of the heirs, executors and administrators of such a person.

ARTICLE 5: AMENDMENT OF BYLAWS

SECTION 5.1. AMENDMENT OF BYLAWS. These Bylaws may be altered or amended at any meeting by a vote of a majority of all Trustees.