



Board of Trustees Semiannual Meeting

University of Delaware

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

May 14, 2024 3:00 PM - 5:00 PM EDT

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Special Meeting of the Board Minutes

University of Delaware

Mar 19, 2024 at 9:00 AM EDT

@ Trabant Student Center, 17 W. Main Street, Newark | Zoom

Attendance

Present:

Members: Carol Ammon (remote), Dennis Assanis, Christopher Baker (remote), Shawn Brittingham (remote), Allison Castellanos (remote), John Cochran (remote), Beth Cooper (remote), James Correll (remote), Claire DeMatteis (remote), William DiMondi, Donna Fontana (remote), Robert Rider Jr. (remote), Terri Kelly, William Lafferty, Nisha Lodhavia, Guy Marcozzi (remote), Nick Marsini, John Paradee (remote), Claudia Peña Porretti, Donald Puglisi, Edmond Sannini, Sean Wang (remote), Freeman Williams (remote)

Absent:

Members: Joan Coker, Kathleen Hawkins, Terence Murphy, Kenneth Whitney

I. Call to Meeting

Ms. Kelly called the meeting to order at approximately 9:00 a.m. and welcomed those in attendance.

II. Attendance Report

Ms. Kelly reported on behalf of Secretary/Treasurer Hawkins that 23 board members are present and a quorum is established for the meeting. She noted those unable to attend were excused.

III. Approval of Minutes: Semiannual Meeting of December 5, 2023

Motion:

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

Approved as presented.

IV. Public Comment

Ms. Brand recognized Dr. Firestone to address the Board.

V. Report of the Chair

Ms. Kelly reported on the purpose of this meeting, which had been scheduled earlier in the academic year, to have additional opportunities for the Board to engage with senior leadership and the university community. She noted that the agenda topic related to the

bylaws will be tabled for a future meeting. Ms. Kelly acknowledged the challenges impacting the entire higher education sector and noted the intention to work with the administration to ensure short- and long-term health and vitality for the institution.

VI. Report of the President

Dr. Assanis welcomed the Trustees and the community to the meeting. He reviewed recent news headlines showcasing challenges faced by other institutions around the country, indicative of changes in the higher education environment. Dr. Assanis reviewed ways in which the university is well-positioned for continued success, including strong interest measured by undergraduate applications and steady enrollment, increased diversification of the student body, and gains in research and philanthropy.

Dr. Assanis reviewed gains in state operating appropriations as well as investments in capital projects. He reviewed enrollment levels over the past several years and noted the strong interest in the university. In today's environment, the university has continued to increase investments in student financial aid based on increased family need. Over time, investments in financial aid have grown from \$110M to \$180M. Dr. Assanis noted this increase has impacted the overall discount rate from 27% to 33%, which has an impact on net tuition revenue. He shared that this is a trend taking place nationally and the average public institution has a discount rate of 35%, where private institutions have an average discount rate of 59%. Dr. Assanis reviewed the first state promise and how this program has supported nearly 2,300 Delawareans and supported an increase in diversifying our student body. This program has resulted in significant investments from the University and growth in state support.

Dr. Assanis reviewed the balance of expenses and revenues from fiscal year 2017 through projections for the current fiscal year. He noted that total operating revenue has increased by \$240M since fiscal year 2017 while total operating expenses have increased by \$345M since fiscal year 2017. Dr. Assanis noted pressures are a combination of multiple factors including higher costs of goods and services, personnel compensation higher than expected, increased student financial need, and anticipated increases in health insurance premiums.

Ms. Remmler presented a high-level summary of the fiscal year 2024 budget with a decrease in revenues and an increase in expenses relative to budget as projected at the mid-year of the budget. These deviations are projecting an operating deficit in the range of \$20-40M and an operating margin range of -2.3% to -3.7%. Ms. Remmler reviewed the variances to budget as outlined in the presentation. Mr. Remmler noted that factors

impacting increases in payroll expenses include higher than budgeted costs per contractual agreements, strong yields in faculty and staff searches, higher salaries than budgeted, position reclassifications and equity adjustments, and better retention compared to trend. Ms. Remmler explained that the increase in hiring was an intentional effort to ensure the university maintain a ratio of faculty and staff based on peer benchmarking and service expectations.

Ms. Remmler previewed all-funds planning for fiscal year 2025. She acknowledged that preliminary all-funds operating expenses are estimated to outpace revenue generation by \$10M-45M, depending on the success of revenue generation and cost-mitigation strategies. She reviewed projected operating revenue increases and sources as well as preliminary operating expense projections.

Dr. Assanis encouraged the community to join him in taking thoughtful action, perseverance and unity to manage through this challenging moment, with a sustained commitment to the excellence of our top-ranked education, world-renowned research, dedicated service, and unparalleled campus experiences that define the institution. Dr. Assanis invited Dr. Carlson to speak to the listening sessions with the campus community and measure to attend to this current moment.

Dr. Carlson reviewed the categories of the proactive guidelines to help manage uncertainty. These categories are intended to draw attention to the every day decisions that units will make and how to pause and reflect on whether tasks are essential, time-sensitive, or open to re-imagination. She acknowledged the challenges faculty and staff are experiencing in this time, and given those challenges, there may be opportunities to pause or deprioritize certain activities given the request to pause on spending. Dr. Carlson thanked those members of the community who participated in listening sessions and acknowledged the ongoing conversation with different audiences within the university. She provided a synthesis of common themes that were unearthed throughout the sessions held to date.

Dr. Carlson moved to the principles related to targeted growth to build through this current period. She highlighted student success, balance of mission, strategic admissions and financial aid packaging, optimization and efficiencies, and faculty capacity. Dr. Carlson presented several revenue-generating initiatives and expanded on several of the initiatives. She spoke to the strategy to strengthen financial aid operations and acknowledged the unique challenges this year related to the rollout of the updated FASFA process. Dr. Carlson noted initiatives to increase the success of transfer students,

an increase in connected degrees such as combined bachelors and masters programs, and newly created professional master's programs which may utilize online education for working professionals.

Dr. Assanis noted the need to plan strategically for budget resilience given recent and anticipated challenges that have impacted the university and broader society. Initiatives include optimization of education delivery and cost, exploring revenue enhancing opportunities, operational excellence, researching compensation and benefits strategy, multi-year budget planning and ongoing communications with the campus community.

Dr. Assanis encouraged the community to join him in protecting, advancing and enhancing the great work happening at the University of Delaware.

Ms. Kelly thanked Dr. Assanis and the administration for their presentation and invited the board members to ask any questions of the administration.

VII. Report of the Nominating Committee

A. Nomination of New Members

 [NominatingCommittee.CandidatesForApproval.19Mar24.docx](#)

Dr. Puglisi provided the report of the Nominating Committee and presented the following individuals for election to a six year term:

- Dr. Udit Batra
- Ms. Shanté Hastings
- Mr. Michael McMullen

Motion:

To approve the election of Dr. Udit Batra, Ms. Shanté Hastings, and Mr. Michael McMillan to a six year term on the Board of Trustees.

Approved.

VIII. Bylaws Review

Ms. Kelly noted that this topic will be discussed at a future meeting.

IX. Adjournment

With no additional business, Ms. Kelly adjourned the meeting at approximately 11:00 a.m.



Academic Affairs Committee Minutes

University of Delaware
Apr 10, 2024 at 10:00 AM EDT
@ Hullahen Hall, Room 130

Attendance

Present:

Members: Dennis Assanis, Shawn Brittingham (remote), Allison Castellanos, Donna Fontana, Terri Kelly, Nisha Lodhavia

Guests: Melissa Bard, Beth Brand, Laura Carlson, Glenn Carter (remote), Fatimah Conley, Angela Downin, Jackie Fajardo, Julia Hatoum, Kim Isett, Matt Kinservik, Mary Ladely, John Long, Rodney Morrison, Alan Parkes, Mary Remmler, Jose-Luis Riera, Matt Robinson, Louis Rossi, Kate Sanford, Brent Schrader, Michael Vaughan, Dana Veron

Absent:

Members: Joan Coker, Claudia Peña Porretti, Freeman Williams

Guests: James Dicker, Chrissi Rawak

I. Call to Meeting

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

II. Approval of Minutes

Motion:

To approve the minutes of November 8, 2023 as presented.

Approved as presented.

III. President's Report

Dr. Assanis welcomed the Committee and guests and spoke to the approaching Commencement ceremony in May. Dr. Assanis noted the release of the US News graduate school rankings and the favorable ranking of the physical therapy program, programs within the Biden School, and other graduate school rankings will be released later in the year.

Dr. Assanis shared progress on the research portfolio, highlighting recently awarded congressionally directed spending which appears to be a record amount of funding. He noted allocations to the SABRE project, NIIMBL, and hydrogen research among other funded projects. Dr. Assanis noted the recent proclamation signed at the University at

the site of the Delaware Women's Hall of Fame exhibit currently on display on campus. Dr. Assanis provided an overview of events taking place on campus over the semester. Dr. Assanis noted the University is going through its reaccreditation with Carnegie related to its status as a community engaged university and thanked the group, and Dr. Robinson's leadership, in stewarding that process.

Dr. Assanis shared that the University has received nearly 40,000 undergraduate applications for the incoming fall class and explained the challenges of this year's admissions cycle driven by errors and delays related to the FASFA form and providing information to colleges and universities to determine aid packages for accepted students.

Dr. Assanis acknowledged the budget challenges presented at the March 19 special meeting of the Board of Trustees and expressed his optimism that the University would persevere through these challenges.

IV. Provost's Report

A. Updates: Admissions, Enrollment, Faculty Hiring

Dr. Carlson opened her presentation with a reminder of the many pathways for both undergraduate and graduate studies and the importance of optimizing all pathways. Dr. Carlson noted the way the data being provided help drive the team's attention and efforts to ensure all pathways are being attended to. She reviewed the status of applications received, admitted students, and progress to the target class size for the cohort of first-time, full-time undergraduate students. Dr. Carlson noted that progress compared to prior years is behind, and this is a challenge being recognized across higher education as institutions wait for information from the FASFA form. She noted the differentiation between merit aid, which has already been distributed, and need-based aid which relies on the data from the FASFA. Dr. Carlson noted the ongoing strategy related to the admission of international students.

Dr. Carlson spoke to the decrease in FASFA forms completed nationally and the acute challenge in Delaware. She spoke to some of the efforts the admissions team is doing with schools and community organizations to help support the completion process. The team recently received nearly 85% of the data and the software patch to process that information, which will result in providing financial aid information to many of those students in the next week. Mr. Morrison provided additional data on the decrease in FASFA completions in the

state compared to prior year, looking at an approximate 26% decrease. Dr. Carlson noted that many institutions are extending their decision deadline given these challenges, and the University has not yet made that decision but is contemplating an extension to May 15 from the original date of May 1.

Dr. Carlson reviewed the data related to the pipeline of undergraduate transfer applicants, the Associate in Arts Program and the efforts to refocus the benefits of the program through available SEED funding. She further explained the expansion of programming within that areas that expands beyond the historic focus on degrees through the College of Arts and Sciences. The Committee discussed the ongoing confusion in the community around the SEED funding opportunities available through the University of Delaware and opportunities to better market and communicate around the benefit of these programs.

Dr. Carlson presented the pipeline of graduate masters and doctoral students and the progress toward target to date. Mr. Long asked whether the investments in providing graduate student housing has made an impact, and Dr. Rossi noted that these efforts have helped mitigate the perception that housing is difficult to find but could not directly quantify that from the available data. Mr. Parkes spoke to the positive reception of the existing graduate student population to availability of graduate housing.

Dr. Carlson presented the pipeline for international students and acknowledged an opportunity to optimize the University's international strategy as the targets appear to be too modest for what we aim to do.

Dr. Carlson presented a chart outlining the enrollment planning model related to undergraduate head count for fall 2024 and fall 2025 with the varying impacts to net tuition revenue for differing class sizes. She noted the need to revisit these target numbers in the out years as the multi-year enrollment strategy is refined.

Dr. Assanis noted the complexity of managing these models as not all students provide the same level of tuition revenue. She reviewed the anticipated overall and unfunded tuition discount rate as it relates to the strategy. Dr. Carlson next spoke to the planning for net tuition revenue and class sizes for graduate and winter and summer sessions. She acknowledged the ambitious targets for the winter and summer enrollment levels. Dr. Carlson mentioned the new tool, supported by the UNIDEL foundation, to allow for students to best plan their

pathway toward degree completion and ideally utilize these sessions to support their academic success.

Dr. Carlson presented the targets for the various pathways as allocated to the colleges across campus. She noted this framework is developed in partnership with academic leadership and helps drive strategy around meeting the various enrollment targets.

Dr. Carlson provided an update on faculty hiring this semester and noted that of the 82 approved faculty hires approved for the year, 25 offers have been accepted and 39 are pending an offer. She noted the potential strategy for the out-years which will be informed by available budget funds. Dr. Assanis highlighted the mix of offers focused on faculty entering the tenure track and those on the continuing track which focus their work on teaching.

Dr. Assanis noted the recent hire of the new dean for the College of Agriculture and Natural Resources and the hire of the new vice president for research, scholarship and innovation. The searches for deans of the College of Arts & Sciences and College of Engineering are underway.

Dr. Robinson asked about the impact on faculty load when prioritizing winter and summer sessions given the associated work load with adding those sessions. Dr. Carlson noted there was not going to be a new expectation that faculty teach during those semesters and faculty who choose to take on these additional assignments should be compensated in some way. She noted how some colleges factor those sessions into the distribution of workload for the academic year and encouraged others to explore that option. She spoke to several ways to accommodate supporting these sessions through existing faculty, graduate students and S-contract instructors.

B. Program Assessment Process

Dr. Isett began with a review of the conversation held at the prior meeting related to the establishment and dissolution of programs. She noted that part of the ongoing review of programs now emphasizes a conversation around how to provide programming throughout the 12-month calendar versus being artificially constrained to the fall and spring semester.

Dr. Isett noted the academic program review is undergoing an evolution and the office currently reviews approximately seven programs a semester, and all programs are required to undergo a review between each external reaccreditation review. The evolution aims to make the review process mutually beneficial rather than a burden to complete. The process is now conducted in a cohort model to allow for peers to collaborate and benefit from each others' process. The process is now intentionally informed by existing data to inform the review. She spoke to the ways in which the strategic plan is integrated into the process, concluding with an implementation plan for how to enact the goals identified through the review process. Dr. Assanis emphasized the importance of these types of processes for formalizing and documenting improvement processes for accreditation processes. Dr. Robinson spoke to the role the Faculty Senate plays in the academic program review.

C. Leadership and Succession Planning in Departments and Colleges

Dr. Veron provided a brief history of the initiative around leadership and succession planning at the department and college level, driven in part by recommendations from the 2020 COACHE survey. She reviewed the process of collaborating with academic leadership to inform a recommendation for leadership development programming that would be responsive to existing needs. Dr. Veron spoke to the existing offerings for academic leaders including new chair orientation, a new chairs cohort, chairs caucus and chairs workshop.

Dr. Veron explained the goals of the leadership academy, highlighting the goals to build institutional knowledge and affinity to cultivate future leaders. The program is envisioned to be a 9-month program which begins in August and meets monthly across the University's multiple campuses. The academy is informed by research and best practice and is tailored to the needs of the University. Dr. Veron provided a sample schedule for the coming year and noted that the sample topics and hosts are hypothetical and the process to invite and engage those leaders has yet to take place. She spoke to the goals and sample topics that would be included over the course of the program. Dr. Veron expressed her optimism for this program as it starts its inaugural cohort later this year. The Committee commended the offerings and encouraged thinking about ways to provide these learnings to existing chairs where there is alignment. The Committee further discussed the existing offerings for other campus populations and the benefit of being intentional across those offerings to identify areas of alignment.

D. This Artificial Intelligence (AI) Moment

Dr. Kinservik reported on the current context around AI and the importance of recognizing the impact of AI as it relates to teaching and learning. He noted a significant gap between the familiarity of use in the student population compared to the faculty experience. Dr. Kinservik noted public trust in the higher education sector related to managing AI and identified it as an opportunity to be intentional to make progress in this area.

Dr. Kinservik reviewed the ongoing change management process of implementing an AI framework for teaching and learning. These efforts include initiatives focused top down, bottom up and middle out. The working group is producing guidance which informs experimentation and implementation for the University.

Dr. Kinservik provided a timeline which maps out the different efforts relating to conversation, guidance and experience starting in early 2023 to current day. Dr. Kinservik reviewed the attendance of the seminar series offered to the university community to date and noted 10% of all faculty have attended these seminars. Dr. Kinservik noted the working group is working concurrently with a multi-institutional cohort led by the Ithaca S&R group. The goal of this group is to learn about the state of preparedness at the institution, develop a plan for an implementation goal and defining the process to achieve that goal. The University has identified AI literacy as a goal of this process.

Dr. Kinservik reviewed existing University guidance to inform the community in this nascent stage and continue to learn and understand before moving on toward creating more defined policies.

Dr. Assanis noted the experience working with student leaders, as part of the President's Student Advisory Council, to explore the implications of AI on their work and the impact on their careers. Ms. Hatoum encouraged the faculty to embrace AI given the high student usage and the ability to leverage these tools while still preserving the importance of knowledge generation and critical thinking. She notes the impacts of AI are going to change both the University and the various industries students will continue on to after graduation. Dr. Robinson noted the challenge of learning how to leverage these tools as a faculty member and then learning to engage and educate their students on how to effectively engage with these technologies within the confines of their class. Mr. Parkes

shared the importance of not only acknowledging the impact to industry but also ensuring our institutions serve as thought leaders in the space to drive change in industry through research and graduates entering the workforce.

V. Consent Agenda of Resolutions Recommended for Committee Approval

Motion:

To approve the consent agenda as presented.

Approved as presented.

Dr. Assanis invited the representatives from the Faculty Senate to provide comments to the Committee.

VI. Adjourn

With no additional business, the Committee adjourned at approximately 12:05 p.m. for an executive session.



Student Life & Athletics Committee Minutes

University of Delaware
Apr 10, 2024 at 2:00 PM EDT
@ Hullahen Hall, Room 130

Attendance

Present:

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

Guests: Pamela Ahern, Carlos Asarta, Beth Brand, Chelsea Burk, Laura Carlson, Glenn Carter, Fatimah Conley, Tara Cousins, Angela Downin, Jackie Fajardo, Donna Fontana, Julia Hatoum, Angie Hull, John Long, Alan Parkes, Luke Rautzhan, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Matt Robinson, Brent Schrader, Jordan Skolnick, Lauren Vella

Absent:

Members: Carol Ammon, Freeman Williams

I. Call to Meeting

Mr. Lafferty called the meeting to order at approximately 2:00 p.m. and welcomed those faculty, staff and student guests in attendance.

II. Approval of Minutes

Motion:

To approve the minutes of DATE as presented.

Approved as presented.

III. University Updates

Dr. Assanis noted his excitement for the upcoming Commencement ceremony and shared that an announcement of a Commencement speaker is forthcoming. Dr. Assanis highlighted several upcoming events taking place on campus over the coming weeks, including inviting several prestigious scientists. Dr. Assanis noted the recent announcement of a partnership with the Philadelphia Flyers and the University's new women's hockey program.

Dr. Assanis informed the Committee of the recent release of the US World News Rankings of graduate programs and he noted several areas where excellence was acknowledged within those rankings.

Dr. Assanis spoke to the work of the President's Leadership Advisory Council and the recent work with the Council to explore topics including civil discourse and Artificial Intelligence. He spoke recent conversations with student groups, including on difficult topics, to learn from one another. The ongoing conflict in Israel and Gaza continues to impact our community and the University's stance on how and when to issue statements. Dr. Assanis noted a recent incidents where students vandalized approved campus installations including Israeli flags. Dr. Assanis invited the students in attendance to speak to the current campus climate around these subjects, and Ms. Hatoum shared the perceptions of Muslim/Arab students who feel that the balance has been one-sided in terms of comments related to the ongoing conflict. Mr. Parkes shared his experience attending an on campus event with an IDF soldier as a speaker and the challenge related to that event and interactions with the students in attendance. Dr. Riera provided additional context to the speaker coming to campus through an invitation from an external group which has a chapter in the University's community. Dr. Assanis his frustration with how the event impacted the student experience, and acknowledged the University's limited power to intervene in this type of situation.

IV. Department Reports

A. Division of Athletics, Community & Campus Recreation

Ms. Rawak opened the meeting and shared a few firsts for the athletics program since the last meeting including hiring of a women's ice hockey coach, a partnership with the NHL, and several athletic and academic accomplishments.

1. Budget Update

Ms. Rawak presented on the ways in which the department has worked to mitigate budget challenges and ongoing actions steps to find recurring savings in the department's budget through new efficiencies and emphasis on revenue generation.

2. Conference Transition

Ms. Rawak reported to the Committee on the progress to fundraise to fulfill the FBS reclassification fee, which is due on June 1. Mr. Skolnick

noted there is approximately \$800k to raise and there are 30 asks out for gifts between \$10k and \$100k to reach the target. He noted one matching gift which will help accelerate the funds raised. Ms. Rawak noted the difference between this ask and the traditional fundraising cycle for the department.

Ms. Rawak spoke to the progress in identifying affiliate program membership for those sports not sponsored by the move to Conference USA and confirmed the Men's Soccer accepted invitation to the Summit League and the Women's Ice Hockey accepted invitation to College Hockey America. The Committee discussed the costs associated with these conference transitions.

3. Flyers Women's Ice Hockey Partnership

Ms. Rawak shared an overview of the announcement of the partnership between the University and the Philadelphia Flyers and the opportunity to leverage the partnership for not just athletics but also academic and internship opportunities. The event drew press attention and public enthusiasm for the University. There are additional opportunities with associated organizations on the horizon.

Dr. Asarta spoke to the impact to student athletes who may miss class time and efforts to provide faculty with additional education for faculty to take advantage of the existing support services available to support those student-athletes who are impacted by team travel.

4. College Athletics Landscape

Ms. Rawak provided an update to the Committee on the ways in which Name, Image and Likeness have evolved since its inception. There is still opportunity to find clarity in this landscape, and the prospect of government intervention in this space continues to add ambiguity for the future of compensation of student-athletes. Ms. Cousins noted the student-athletes have discussed the prospect of being employees of the University and the general consensus is in opposition to that idea. Ms. Rawak reiterated that NIL is still disproportionately focused on Football, Men's Basketball, and Women's Basketball in limited numbers.

The Committee discussed the existing collective relationship and the prospect of future relationships.

Dr. Assanis reiterated that this is still a developing area and the majority of institutions are still learning how to navigate this environment.

Ms. Rawak reported that drivers of change include state legislation, federal legislation, litigation, NLRB/NLRA, Title IX, NCAA Governance & Enforcement. She spoke to the ongoing analysis of potential changes to ensure the department is monitoring the landscape and planning to be proactive.

Dr. Robinson asked about the transition to Conference USA, and Ms. Rawak spoke at a high-level to that process and invited further conversation. Dr. Assanis provided additional context on how the decision-making process unfolded. Dr. Robinson expressed his concern around the caliber of institutions in Conference USA and shared the frustration he's heard from fellow faculty members. Faculty have expressed concern around transparency related to the process and the overall cost of the program and the concern around the general trend toward the professionalization of college athletics.

Dr. Assanis acknowledged the concerns raised through Dr. Robinson's remarks and provided additional context around the decision to accept an invitation to join Conference USA. Ms. Kelly noted the analysis of the potential revenue generation and the risk of taking no action and the oversight role played by the Board of Trustees. Mr. Lafferty reiterated the role of the Board in the review process and the desire to support the success of the student-athletes in the classroom and in their competitive endeavors.

B. Division of Student Life

1. SL Strategic Plan - "An Unparalleled Student Experience"

Dr. Riera opened his remarks to review the tenants of the student life strategic plan and how that work will be infused into the work of the Committee over the next period of time. He noted this process began in early 2020 and was intentionally paused for a time during the pandemic. The priorities are built on a strategy which focuses on unparalleled student success.

Dr. Riera reviewed the five strategic priorities of a seamless student experience, racial equity and inclusion, student development for work, life, and society, graduate student success, and operational and organizational excellence.

Dr. Fajardo offered some observations about the trajectory of living learning communities and other offerings which were more prevalent in the past. Dr. Riera provided additional context and Dr. Carlson provided support of the concept, as did Dr. Assanis.

Dr. Riera provided some trend data on student responses to questions related to support structures on campus. He highlighted a downward trend since 2021 for students who responded that they did not have a friend or group of friends at the University to talk to for support. He connected that question to two semester retention noting that there is a statistically significant difference in retention for those who have friends at the university compared to those who did not.

2. SL Fee Modernization

Dr. Riera spoke to the review process conducted over the past year to review the fee modernization process to best understand how our fees compare to peers as well as the approach to student fees in partnership with the budget office. He further spoke to the work to more transparently communicate these fees with students. Dr. Riera reviewed the key drivers necessitating modernization, including fees which have remained frozen for many years, changes in demand for support services, increases in inflation and personnel costs, among other items. The purpose of the review was to think through how to work differently rather than to update fees current levels without reviewing the services and how they are provided. Dr. Assanis asked about the prospect of fees for students in the Associate in Arts Program and Dr. Riera noted this was encompassed in the review and spoke to the existing pilot supported by UNIDEL. Mr. Lafferty asked whether the administration was seeking support of the fee modernization proposal included in the appendix, and Dr. Riera welcomed that recommendation if the Committee offers it.

Dr. Riera spoke to growth in demand for support services through student life as well as additional counseling and student health services.

Ms. Kelly asked about the approach of the fee structure and the decision made by the administration to propose the existing modernization structure. Dr. Riera focused on the opportunities to modernize the fees based on access rather than utilization. He noted some of the conflicts of the existing structure. Ms. Remmler reiterated how collaborative this process was over time and how the proposal was informed by benchmarking data and consideration of different models prior to increasing fees.

Dr. Riera reviewed the proposals to increase various fees from current year through academic year 2027-2028, highlighting the increases and opportunities for reinvestment in those areas. Dr. Riera further reviewed the overall proposal summary. Dr. Assanis asked about the prospect of a sustainability fee, which was supported by the Student Government Association and Graduate Student Government in the past. Mr. Parkes noted the contention around those prior votes and suggested that those groups be reconsulted and to work with the Office of Sustainability prior to making any decision.

The Committee reviewed the fee proposal and engaged in discussion with the student representatives in attendance.

Motion:

To recommend the fee modernization proposal as presented for approval to the Finance Committee.

Approved with one abstention.

V. Student Leadership Updates

A. Student Athlete Advisory Committee (SAAC)

Ms. Cousins and Mr. Rautzhan provided an overview of the work of the Student Athlete Advisory Committee for the spring semester, including community engagement initiatives support of Civic Engagement Day, and fundraising in support of UDANCE. Ms. Cousins invited those in attendance to participate in the 302 Tour taking place in early June.

Ms. Cousins spoke to the work moving forward exploring the landscape around Name, Image & Likeness as well as the unionization of student-athletes. Ms.

Cousins noted the general resistance to unionization from the student-athlete population.

B. Student Government Association (SGA)

Ms. Hatoum provided an update to the Committee on the notable initiatives for the spring semester. She thanked the Committee for providing an opportunity to address the group and for the Committee's support of student issues. She highlighted student legal services, opposition to the City of Newark student tax proposal, and advocating for greater communications and transparency for students to participate in study abroad, among other initiatives. She noted continued advocacy for a new student center and plans for more beds on campus and repurposing old residence halls, and support for the Pencader renewal project.

C. Graduate Student Government (GSG)

Mr. Parkes thanked the Committee for its time and brought the Committee's attention to the Graduate Student Government's focus on sustainability, expansion of green roofs, improving bicycle infrastructure and working with the Office of Sustainability around the potential for a sustainability student fee. The needs of the graduate student population continue to focus on issues including healthcare and levels of stipend funding. He provided preliminary data related to the reactions to healthcare costs increases and the sustainability of the level of stipend support.

Mr. Parkes spoke to the efforts for the next academic year to foster a sense of community across the graduate student community and offered his support of the administration's work to intentionally engage graduate students into the work of student life efforts as a university. He acknowledged the Graduate Student Government can also play a role in supporting and advancing those efforts.

VI. Adjourn

With no additional business, the Committee adjourned at approximately 4:30 p.m.



Grounds & Buildings Committee Minutes

University of Delaware

Apr 11, 2024 at 10:00 AM EDT

@ Hullihen Hall, Room 130; Zoom link and password enclosed

Attendance

Present:

Members: Dennis Assanis, Christopher Baker, William DiMondi, Kathleen Hawkins, Terri Kelly (remote), Guy Marcozzi, John Paradee (remote), Donald Puglisi, Edmond Sannini (remote)

Guests: Beth Brand, Chelsea Burk, Laura Carlson, Fatimah Conley (remote), Jim Dicker, Angela Downin, Nancy Getchell, Marci Hutton, Rayna Katz, John Long, Megan McInnis-Dominguez, Mandy Minner, Alan Parkes, Shashank Ravichandran, Mary Remmler, Jose-Luis Riera, Brent Schrader, Aimee Turner (remote)

Absent:

Members: Robert Rider Jr.

I. Call to Meeting

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

II. Approval of Minutes

Motion:

Approval of the minutes of November 10, 2023.

Approved as presented.

III. President's Update

Dr. Assanis welcomed the Committee and noted the upcoming Commencement ceremony on May 25 and shared that the Commencement speaker will be announced shortly. Dr. Assanis noted several exciting events upcoming on campus for the semester including several prestigious speakers.

Dr. Assanis updated the Committee on secured funding through our congressional delegation, and several congressionally directed spending approvals were made totaling

\$55M. This allocation places the University as the 9th largest allocation across higher education.

Dr. Assanis noted the development of the incoming first-year class and highlighted a record number of undergraduate applications nearing 40,000. There are ongoing challenges related to preparing financial aid packages for admitted students given delays to the FASFA form and the administration is hopeful to be distributing full aid packages to admitted students shortly. Nearly one-third of the expected class size have deposited. Dr. Assanis spoke to the efforts to mitigate the ongoing budget challenges and spoke to expected challenges in the next fiscal year. He shared that most capital projects are being deferred given the budget challenges with the exception of projects funded with external dollars or critical to health, safety and compliance.

Dr. Assanis updated the Committee on new senior hires and the ongoing searches for the deans of the College of Arts & Sciences and the College of Engineering.

Dr. Getchell asked about the decision to prioritize the softball field renovations and the administration noted the prior commitments that preceded the current budget challenges.

IV. For Information

Mr. Marcozzi set the context for the discussion today and invited Mr. Long to lead the presentation.

Mr. Long spoke to the strategy for prioritization of capital projects and noted the decisions to defer projects will have impacts, as there are scores of smaller capital maintenance projects always in the queue in addition to the larger projects that come to the Committee for approval.

A. Capital Plan Changes FY2024 - in Response to Financial Needs

Ms. Hutton invited any questions from the Committee regarding the decisions made to defer capital projects for fiscal year 2024 and highlighted those projects funded by outside sources, are a safety issue or are mission critical.

B. Capital Plan Changes FY2025 - in Response to Financial Needs

Ms. Hutton presented on the strategy for active projects in fiscal year 2025 and the expected expense per project for the year. She noted that these projects will continue to be contingent on available funding and will change based on the budget environment. Mr. Long added that the timeline of these projects will be fluid as we move forward.

C. Capital Plan FY24 - FY25

Dr. Assanis provided context on the decision to proceed with the softball renovations and the direction of those funds from the State's budget. Ms. Remmler noted the project is limited to the available budget and if there are additional external funds secured, that would be the only way the project would expand its scope.

Ms. Hutton noted that external funding, either through government allocation or philanthropy, may prioritize projects. She cautioned that deferring some of these projects runs a risk that a building may have a failure that then requires emergency attention. Mr. Long reiterated the focus on safety when considering how to allocate available funds. Dr. Assanis reiterated the commitment to ensuring that junior faculty have the available spaces for their research to support their professional success as they progress toward tenure.

D. Administrative Unit Capital Replacements

Mr. Long provided an update on the status of several capital projects not related to buildings which require attention. He noted the replacement of the University's ERP has already been delayed and the ongoing delay will incur costs in the future. Mr. Long noted there are infrastructure challenges related to IT infrastructure that will also require future investment. Vehicle replacements and other items are also being deferred and opportunities are being explored to rethink these items to realize future savings.

E. Space Management

Mr. Long reviewed the existing space portfolio and outlined the existing leases for the current fiscal year and fiscal year 2025. It is anticipated that the administration can realize \$750,000 in savings related to leases in the next fiscal year. Dr. Carlson noted there is a plan to reduce our exposure to leased spaces but that will be driven by the existing lease agreements and will continue to be

addressed over time. Ms. Remmler added this shift is also a cultural one as we work to think of spaces holistically rather than owned by one individual college, center or unit. Dr. Assanis noted the administration is exploring existing space allocations and reimagining how spaces are used to optimize space allocations over the next several years.

Mr. Long provided an existing distribution of space, both leases and university property, as distributed by colleges.

Ms. Hawkins asked about the completion date for Building X and Ms. Hutton noted the project is expected to be completed in November of this year and as the space comes online some leased spaces will be ended.

F. Deferred Maintenance Update

Mr. DiMondi spoke to his concerns around the growing deferred maintenance portfolio and encouraged the Committee to develop a plan to address the growing obligation. Mr. Marcozzi agreed that deferring work in the short-term will continue to have long-term consequences. Dr. Assanis noted the prior commitments to address deferred maintenance that were paused during the pandemic and since that time the impacts of inflation and the move to pay prevailing wage on all projects have significantly escalated the cost of addressing deferred maintenance.

Mr. Long spoke to the factors driving deferred maintenance costs and shared his strategy for engaging with the state to help express our concerns with the growth of the deferred maintenance portfolio.

Mr. Marcozzi acknowledged the seriousness of the challenge and invited the Committee to react to the administration's strategy to address deferred maintenance through retiring aging buildings, continue to advocate for additional funding from the state and continue to more optimally use existing space that is not being fully utilized. Dr. Assanis added that many of the more expensive projects are engineering buildings that are likely beyond their useful life even if renovated. He noted the significant state investments being made for engineering facilities at flagship institutions in Pennsylvania, New Jersey and Maryland. Ms. Remmler noted that some of these new facilities are assisting in offsetting deferred maintenance by taking aging buildings offline. Mr. Long

emphasized that this will be a long-term issue and this is designed to make incremental progress.

Mr. Marcozzi noted that the university is going to need to figure out how to address this issue and invited the Committee to discuss the strategy and provide input. Mr. Marcozzi encouraged the administration to develop a shared communications strategy around our priorities so the Trustees and others are equipped with a consistent message around our needs and to help advocate for our needs. Ms. Hawkins asked whether the administration has explored a bond issuance to address some of this deferred maintenance and Ms. Remmler noted the multiple strategies explored to aim to address the challenge.

Mr. Marcozzi invited the faculty and student representatives to share their perspective on these challenges, and Ms. Katz shared the student perspective on aging dormitories and other buildings on East campus.

G. cGMP Project

Ms. Hutton provided an update on the cGMP building, often referred to as SABRE. The administration is planning a groundbreaking for this project funded through external sources, although the anticipated project cost is in excess of the expected funding. Ms. Hutton noted the partnership with the principal of the research project to address this challenge and to take a phased approach to make progress on the building. Mr. Long reiterated that the project is entirely funded through external dollars and that much of the project costs relates to highly specialized equipment to conduct the work of the building. Dr. Assanis noted some of these allocations have a timeline for expenditure so there is a need to make progress to utilize the funding.

V. For Action

A. Central Utility Plant Cooling Tower Replacement

s. Hutton reviewed the central utility plant cooling tower replacement and the critical role this facility plays in the University's infrastructure. The project is being funded through available state dollars for deferred maintenance and provides a role in maintaining cooling. Mr. Long noted that the administration accumulated these dollars over time to then complete the project, which does result in some cost escalation over time.

B. Women's Softball Stadium Upgrades

Ms. Hutton reviewed the plans for the softball stadium upgrades and noted there are ambitions to make additional enhancements that are beyond the available budget. The administration is working to have the optionality to complete those additional enhancements should a potential \$4M grant be provided by the Delaware Sports Tourism Fund. Ms. Burk spoke to the justification for beginning the project with lighting as was mandated by our current athletic conference to host games. Mr. Long noted that the project's allocation from the state was intentional to improve the facilities for the softball team in light of recent enhancements for men's baseball.

Mr. Marcozzi asked what would happen should the external grant not be secured, and Ms. Hutton shared that the project would proceed within the existing budget and the ambition would be to raise funds over time to add those enhancements over time. Mr. Long noted that having these facilities would also allow the University to host additional conferences and regional tournaments to drive additional revenue opportunities.

VI. Resolution for Approval

Motion:

To approve the resolution related to the Central Utility Plant Cooling Tower Replacement

Approved.

Motion:

To approve the resolution related to the Softball Stadium Renovations.

Approved.

VII. Adjourn

With no additional business, the Committee adjourned its meeting for an executive session at approximately 11:22 a.m.



Public Affairs & Advancement Committee

Minutes

University of Delaware

Apr 15, 2024 at 9:45 AM EDT

@ Hulliher Hall, Room 130

Attendance

Present:

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

Guests: Angela Anderson, Beth Brand, Glenn Carter, Jim Dicker, Angela Downin, Nancy Getchell, Julia Hatoum, Rayna Katz, Rusty Lee, Kelvin Lee (remote), John Long, Kate Long, Evan Park, Mary Remmler, Connor Rodenbeck, Rhett Ruggerio, Brent Schrader, Albert Shields (remote), Lauren Vella

Absent:

Members: William DiMondi

I. Call to Meeting

Ms. DeMatteis called the meeting to order at approximately 9:45 a.m. and welcomed all those in attendance and invited attendees to introduce themselves.

II. Approval of Minutes

Motion:

To approve the minutes of November 8, 2023 as presented.

Approved as presented.

III. President's Update

Dr. Assanis welcomed the Committee and guests and shared his excitement as the campus approaches the end of the semester and Commencement ceremony. He noted his excitement around the Commencement speaker who will be announced later this week.

Dr. Assanis noted the ongoing work of the University and reviewed several upcoming events where the campus will host prestigious speakers.

Dr. Assanis provided an update on recent rankings released by US News of graduate programs and he highlighted several programs recognized with high marks including physical therapy and programs within the Biden School. Dr. Assanis spoke to the nuances of these ranking tools and ways the rankings don't fully capture programmatic excellence. Dr. Assanis spoke to the continued growth of research at the University and noted research expenditures compare with the median of schools within the American Association of Universities. Dr. Assanis noted recent rankings released by the Anti-Defamation League as it relates to antisemitism and the University's rank in that report.

Dr. Assanis updated the Committee on the dynamics related to the delayed FASFA rollout and its impact to students completing their applications and choosing to enroll in college. Dr. Assanis shared that the issues appear to be disproportionately impact low-income and underrepresented applicants, but despite these challenges applications from Delawareans appear to be up compared to prior years.

IV. Southern Delaware Visiting Committee Report

Mr. Marcozzi updated the Committee of the meeting of the Southern Delaware Visiting Committee which met on Friday, April 12. He noted a lunch hosted by Dr. Assanis prior to the meeting and the meeting was held at Bayhealth in the simulation laboratory, and he thanked Mr. Murphy for hosting the Committee.

The Committee received reports from the College of Health Sciences, Development and Alumni Relations, Government Relations, Enrollment and an update on the Associate in Arts Program which is being recast as the Associates Pathway.

Dr. Assanis emphasized the presentation on the nursing program and noted the opportunity to grow the nursing program as interest continues to outpace capacity. He spoke to efforts to expand the pipeline and to continue to meet interest through new ways. Dr. Assanis highlighted the current budget challenge as a time to think differently to address opportunities to enhance the University.

V. Government Affairs

A. General Assembly

Mr. Ruggerio thanked the Committee and introduced the Government Relations staff presenting with him today. Mr. Ruggerio reviewed the upcoming federal elections, in addition to the presidential election upcoming, as well as state-wide

elections. He noted the importance of the outcome of these elections and establishing relationships with the incumbents. Ms. DeMatteis noted that primaries will take place in September and inform who might be elected. Mr. Park reviewed the top legislative issues for the general assembly in 2024, including healthcare costs, permit to purchase for handguns, education policy and clean energy. The legislation the team is monitoring that may impact the University related to waiving tuition, fees, and room and board for victims of human trafficking, campus sexual assault reporting and training, and banning firearms on campus. Mr. Ruggerio noted that compared to prior years, we have not seen as many pieces of legislation targeted toward the University.

Mr. Shields provided an update on the State's budget and noted the State is facing budget challenges related to healthcare and personnel costs. Notwithstanding the budget, the University has made progress in achieving funding for top University priorities. Mr. Shields reviewed the top three operating budget requests and the amount included in the Governor's recommended budget. Mr. Shields reviewed the state capital budget priorities, with an emphasis on research programs and deferred maintenance. He noted the change in size of the bond bill compared to the prior fiscal year and the impact to available funding.

Mr. Ruggerio thanked Ms. Anderson for her partnership in coordinating with state and federal elected officials.

B. City of Newark

Ms. Vella reviewed the recent fees suggested by the City Council which would impact the University, including a tax authority to tax \$50 per student per semester, a residential gross receipts tax, and a commercial gross receipts tax. Any of these proposals would next need to be sponsored and approved by the general assembly in order to take effect. The team has engaged with the City to understand the City's concern and help participate in solutions to assist the City's budget challenges including considering a proposal for a Payment in Lieu of Tax to be considered by the general assembly to support the City's budget. The team continues to seek clarity on the severity of the budget situation.

Ms. Kelly noted that the Grounds & Buildings Committee spoke about the growing deferred maintenance needs of the University and thought about how to change the strategy in making requests for capital projects. Mr. Ruggerio agreed

that creativity is needed. Ms. DeMatteis cautioned that the next fiscal year will be even more challenging than this year. Mr. Marozzi provided additional context on the new costs the University is bearing and increase awareness of these new costs.

Mr. Ruggerio reviewed the way the University is engaging with elected officials and inviting people to campus in order to strengthen relationships. He highlighted the University's hosting of the Delaware Women's Hall of Fame exhibit and the upcoming UD Day in Legislative Hall on May 21.

VI. Research & Innovation & Federal Relations

Dr. Lee provided an update to the Committee and began with a report of the University's ranking as 47th out of institutions without a medical school in terms of research expenditures, as measured in the NSF HERD survey. He noted that part of the University's rise in the rankings relates to improvements in our reporting of institutional research expenditures. Dr. Lee reported on the sources of sponsored research expenditures for fiscal year 2023, totaling \$236.8M from multiple state and federal agencies and industry-sponsored research.

Dr. Lee highlighted a subset of points of pride related to faculty recognition by national institutes and academies, exciting new research and the recent opening of the FinTech Innovation Hub. Dr. Lee provided an update on the MACH2 Clean Hydrogen effort and the University's role in leading workforce development efforts within the MACH2 group. Faculty member Dr. Yushan Yan was appointed to the MACH2 Board of Directors. Dr. Lee updated the Committee on the work of the Center of Clean Hydrogen. He invited meeting participants to attend the upcoming lecture with NASA science chief Dr. Nicky Fox.

Dr. Lee noted that a permanent vice president for research, scholarship and innovation, Dr. Miguel Garcia-Diaz, has been identified and will start on May 1. The Committee recognized Dr. Lee for his long-standing service as interim vice president during this time.

Ms. Anderson provided an overview of the federal appropriations for fiscal year 2024 and reviewed the programs funded which amount to a total of \$37M. In addition to those funds, the University received money through congressionally directed spending. NIIMBL's total funding put it at the 9th highest funding for a federal program for the fiscal year. For fiscal year 2025 the team continues to be ambitious in seeking federal

funding and the University has submitted 20 non-Department of Defense funding requests and 26 plus up requests. These requests could result in a significant increase in appropriations for next year. She reviewed the congressionally directed spending requests for fiscal year 2025, with a total of 15 requests. Looking ahead, Ms. Anderson noted flat funding moving forward and a review of legislative issues including legislation related to campus free speech, name, image, likeness, farm bill, foreign influence legislation, and artificial intelligence.

VII. Development & Alumni Relations

Mr. Dicker reviewed fundraising progress from 2018 to date and the team's efforts to calibrate to a post-campaign environment. He presented the progress in cash and fundraising for that same period. He provided a year to date comparison for this time period and noted fiscal year 2022 was an outlier primarily due to timing.

Mr. Dicker presented the current initiative around scholarships and noted there is currently a presidential scholarship match up to \$5M both for current use and endowed gifts. Mr. Dicker provided a progress update on fundraising goals for capital projects, including Biden Hall, Building X, a building for Lerner, Engineering and the North End Zone Project. He noted the Engineering and North End Zone project are in early fundraising stages.

Ms. Long provided a report on alumni engagement and the third alumni attitude survey launched in 2023. The data from this survey informs fundraising strategy and resource allocation for the department. The attitudes expressed focused on career success and the interest in giving to causes that have an impact. The survey reinforces the existing mentoring and job shadowing programs as well as other initiatives.

Ms. Long informed the Committee of the upcoming Alumni Weekend activities. The event is a key touchpoint for alumni to engage with the University and an opportunity to engage alumni and cultivate donors. She noted new events including the Rock the Roost Concert to be held in Trabant. She reviewed activities over the course of the weekend and Colleges/Departments hosting receptions.

The Committee discussed regional alumni events that are held regularly in addition to alumni events hosted on campus.

Dr. Assanis informed the Committee that former President David Roselle passed away and asked for a moment of silence.

Motion:

To approve the resolution recognizing donors who made gifts in excess of \$100,000 to the University of Delaware.

Approved.

VIII. Office of Communications & Marketing

Mr. Carter noted the high level of activity since the last Committee meeting and provided an update to the Committee related to the development of a philosophy around public statements. Mr. Carter provided a listing of questions the administration now considers before deciding whether to make a public statement related to a topic or event. Mr. Carter updated the Committee on the actions taken to create shared understanding and expectations as the administration considers formalizing its philosophy and providing a permanent online presence related to key University issues aligned with colleagues across the campus. Mr. Carter previewed hypothetical webpages related to key issues at the University and a page dedicated to freedom of expression. He noted the decision around this strategy is still under consideration and invited the Committee's input on next steps.

Ms. DeMatteis thanked Mr. Carter for his presentation and the work to get to this point. Dr. Assanis stated that the work done to date to consider a statement on statements and a key issues page, but welcomed the input of Committee members, students and faculty on the timing of such a change. Ms. Hatoum noted the current contexts are challenging and making this change during the current turmoil might further enflame some groups. Ms. DeMatteis noted the proposed philosophy requires a discipline to adhere to the standard set in the policy. The Committee discussed the proposed policy and how to move forward. Dr. Assanis shared his current thinking around supporting freedom of expression while also supporting the community. The Committee discussed ways to strengthen the guidelines, cautions to keep in mind and how to activate and communicate a new strategy and these new potential pages related to key issues and freedom of expression.

Mr. Carter noted that the communications team continues to promote positive University experiences with differentiation and aspiration while being mindful of the current local and national environment of higher education. Dr. Assanis added reconsidering the strategy for physically printing items given budget pressures to ensure prudent allocation of resources.

IX. Executive Session

With no additional business, the Committee moved into executive session at approximately 11:37 a.m.

X. Adjourn

DRAFT MINUTES



Honorary Degrees & Awards Committee

Minutes

University of Delaware

Apr 17, 2024 at 2:30 PM EDT

@ 130 Hullihen Hall Board Room; Zoom link and password enclosed

Attendance

Present:

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

Guests: Eleni Assanis, Beth Brand, Laura Carlson, Glenn Carter, Fatimah Conley (remote), James Dicker, Debra Norris, Brent Schrader

I. Call to Meeting

Mr. Cochran called the meeting to order at approximately 2:33 p.m. and welcomed those in attendance.

II. Approval of Minutes

Motion:

To approve the minutes of October 23, 2023.

Approved.

III. Commencement and Honorary Degree Class Candidates for Class of 2024

Mr. Cochran reviewed the proposed honorary degree class of 2024 and welcomed Ms. Brand to provide an overview of the graduation celebrations for the Class of 2024. Ms. Brand reviewed the convocation schedule and schedule of events for Commencement.

Motion:

RESOLVED, that the following individuals, as members of the Honorary Degree class of 2024, shall receive Honorary Degrees at the 2024 Commencement ceremony on May 25, 2024: Mr. Joseph Flacco, Ms. Tamika Montgomery-Reeves, Dr. Donald Sparks, Dr. KR Sridhar.

Approved.

IV. Medal of Distinction

A. Recently Awarded

Ms. Brand reviewed recently awarded Medals of Distinction.

B. Approved and Scheduled Awardees

Ms. Brand reviewed the list of named individuals scheduled to receive the Medal of Distinction over the coming months.

C. Approved and To Be Scheduled

Ms. Brand reviewed the list of individuals approved to receive a Medal of Distinction and noted the administration is looking for appropriate opportunities to bestow the award. The Committee discussed opportunities to present the awards.

D. Candidates for Approval

Mr. Cochran reviewed the list of Medal of Distinction candidates and engaged the Committee in discussion.

Motion:

RESOLVED, to approve 10 individuals to receive the Medal of Distinction.

Approved.

The Committee discussed the potential of creating an award distinct from the Medal of Distinction to recognize individuals who have made an impact on the work of the University.

Motion:

RESOLVED, to develop a Chair's award to recognize individuals for exceptional service.

Approved.

V. Committee Membership Discussion

Mr. Cochran informed the Committee that a process is underway to establish terms for service for faculty members to provide added opportunities for faculty participation and input.

VI. Adjourn

With no additional business, the Committee adjourned at approximately 3:50 p.m.

DRAFT MINUTES



Finance Committee Minutes

University of Delaware
Apr 19, 2024 at 11:00 AM EDT
@ Hullahen Hall, Room 130

Attendance

Present:

Members: Dennis Assanis, John Cochran (remote), Beth Cooper (remote), Donna Fontana (remote), Terri Kelly, Nick Marsini, Terence Murphy (remote), Donald Puglisi, Edmond Sannini
Guests: Melissa Bard, Beth Brand, Jim Butkiewicz, Laura Carlson, Glenn Carter, Mike Chalmers (remote), Fatimah Conley (remote), Jim Dicker, Angela Downin, Vickie Fedele, Julia Hatoum, Jonathan Justice, Peter Krawchyk, Ms Ladely, John Long, Amir Meydani, Mandy Minner, John Morgan, Alan Parkes, Kawab Rasheed, Jason Rautio, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Brent Schrader, Anthony Seraphin (remote), Brad Thompson (remote), Aimee Turner, Keith Walter, Angela Ward

I. Call to Meeting

Dr. Puglisi called the meeting to order at approximately 10:00 a.m. and welcomed all in attendance. He recognized the passing of president emeritus Dr. David Roselle and asked for a moment of silence.

Dr. Puglisi welcomed those representative and other guests attending the meeting.

II. Presidential Updates

Dr. Assanis provided an update to the Committee and noted the upcoming Commencement ceremonies in May. Dr. Assanis reported on successful recognition in national rankings, increases in federal and state support dollars, and a recent ranking of the University by the Anti-Defamation League. He noted the record number of applications for the incoming first-year class and noted his optimism despite the challenges related to the FASFA rollout.

Dr. Assanis noted the present challenges to the budget and pointed to post-pandemic effects among other pressures that have contributed to the current scenario. Dr. Assanis noted the concentration of deficit within the colleges as a portion of the overall projected deficit. Dr. Assanis reported on the anticipated increases to healthcare premiums in the next several years, with a significant recurring impact to the budget. He informed the Committee on the efforts taken to mitigate the current budget deficit and the ongoing conversations with the community to revise and develop the most

promising opportunities to grow revenue in the near- and long-term. He identified enhancing winter and summer session enrollment, masters and online program enrollment, and efforts to ensure strategies do not unduly impact smaller units compared to larger units. Dr. Assanis noted the desire to develop resilience in our budget model to prepare for potential challenges in the future. He shared that staff hiring will continue to be on pause with some exceptions. Dr. Assanis informed the Committee that the administration is exploring different insurance options given the pending increases in premiums within the existing plan. Dr. Assanis shared that in many areas staffing is already lean compared to peers and difficult conversations are underway to review structures for efficiency and operational excellence. Dr. Assanis noted the emphasis of the administration to identify revenue growth to navigate through these current challenges.

III. Minutes for November 10, 2023

Motion:

To approve the minutes of November 10, 2023.

Approved as presented.

IV. Regular Items

A. Investment Visiting Committee Update

Mr. Walter updated the Committee on the performance of the endowment and noted the value at the end of CY23 was just over \$2B, slightly below the all-time high in 2021. He noted the endowment distributed 4-5% annually to the institution. Mr. Walter reviewed the balance of the portfolio between permanent endowment funds and operating funds functioning as endowment.

Mr. Walter noted the CY23 return was 10.8%, which underperformed the benchmark due in large part to the endowment's investments in private investments which are not marked as frequently as the public markets. Mr. Walter presented the endowment's asset allocation against its benchmark and against endowments with assets under management in excess of \$3B. Mr. Walter spoke to efforts to manage asset allocations within target ranges.

Mr. Walter provided a preview of the discussion topics for the upcoming Investment Visiting Committee meeting that will be considered. Dr. Puglisi

invited Dr. Butkiewicz to provide comment on the current inflationary environment and its impact on the market. Dr. Fedele asked for a clarification on the definition of private equity and Mr. Walter provided an explanation.

B. FY 2024 Year-End Condition Update

Ms. Minner reported a projected deficit of \$40M for fiscal year 2024, where the overall change in fund balance is estimated as a \$66M reduction.

C. FY 2025 Operating and Capital Budget

Ms. Minner provided a timeline that explains the budget planning process and the way the planning incorporates multi-year projections to inform the budgeting process. She reported the timeline for the Governor's recommended budget and the distribution of budget allocation to each unit. Ms. Remmler noted that the timeline is a high-level overview which does not fully appreciate the many steps involved in the process.

Ms. Minner provided an overview of the variables that impact the strength of the budget. She explained the division has modeled both a probable and possible scenario, although the possible scenario is less likely. Dr. Puglisi noted that the budget proposed for Committee approval is based on the probable scenario. Ms. Minner next described the fiscal year 2025 budget planning considerations as well as planning into fiscal year 2026. Ms. Minner spoke to the healthcare mitigation strategy and capital projects. Ms. Remmler noted that not all units will be held to a base allocation set equal to fiscal year 2024. She spoke to the importance of supporting the academic units to increase revenue in order to support operations. The year will be challenged in terms of service expectations while managing risk. She noted some opportunities to remove self-limiting practices to enhance operational efficiency and revenue generation.

Dr. Fedele presented a statement from a recent faculty survey expressing concerns around expectations for revenue generation given reductions in resources and faculty lines. Ms. Remmler noted the partnership with Dr. Carlson to work strategically with academic partners to help address some of these concerns. Dr. Carlson recognized the concern and spoke to the strategies to think differently around faculty mix and utilizing existing resources to realizing new programs. She noted the program incubator program through the Provost's office which aids in supporting new programs.

Ms. Kelly asked about the differentiation between the possible and probable outcomes, and Ms. Remmler noted the probable scenario includes more aggressive revenue generation results. She spoke to the challenges related to projecting the first-year class in the current FASFA environment and the plans to monitor and address this unusual situation.

Dr. Assanis noted academic areas which already have capacity and noted there are opportunities to think about mix of faculty to achieve a mix. Dr. Fedele spoke to concerns related to the mix of faculty and the importance of making sure we support underrepresented students with the appropriate level of supports.

Ms. Minner reviewed the assumptions for the fiscal year 2025 budget as it relates to enrollment, financial aid and personnel. Mr. Sannini asked about the undergraduate discount rate, and Ms. Remmler noted the informed strategy to optimize incoming students through different pathways with lower levels of financial aid. Ms. Minner reviewed housing and dining rate increases and noted the anticipation of approximately 58 new faculty to start during the fiscal year. The Committee discussed the mix of discount rate and net tuition revenue, noting the value of increases in external financial aid sources. Ms. Remmler noted the current effort to increase the level of endowed funds directed toward scholarships.

Ms. Minner presented budget sensitivities related to both internal and external factors and their estimated financial impact.

Ms. Minner reviewed the all-funds budget projection for fiscal year 2025. She noted the recommendation to utilize existing reserves to offset the healthcare increase as a one-time event. The Committee discussed the impact of utilizing those existing reserves against the cash balance.

Mr. Marsini asked about the mix of increases to benefits and compensation and the Committee discussed the impact of those increases. Ms. Remmler noted the administration does not expect to navigate this current scenario through cuts and spoke to opportunities to increase efficiencies, and reiterated that current staffing levels are lean to peers.

Dr. Fedele spoke to challenges in faculty morale and noted faculty concerns around transparency, prioritization of academics, impact to student learning of current cost savings measures, and alignment of budget and academic mission.

Dr. Carlson spoke to the academic opportunities which exist within the fiscal year 2025 budget, primarily through increasing enrollment pathways through transfers, reinvigoration of the Associate in Arts Program, additional articulation agreements with institutions, expand the early college credit program, and re-engage prior students with credits and no completed degree. She discussed the intentional integration of the English Language Institute as another opportunity for the budget. Dr. Puglisi noted the Board's support of the Associate in Arts Program and realizing success.

The Committee discussed the stated risks related to data and reporting of actuals and obligations.

Ms. Minner reviewed the total cost of attendance for fiscal year 2025 and highlighted the increase in tuition of 4% and the increases in housing, dining and updates to mandatory fees. Ms. Remmler noted the strategic review of mandatory fees and the plan to minimize the increase while successfully supporting the student experience.

Dr. Puglisi invited the student's feedback on the proposed tuition increases. The students shared their perspective on tuition increases and the impact on student body, and Mr. Parkes provided the perspective of graduate students who are already concerned about the cost of tuition and fees.

Ms. Minner reviewed the cost of attendance against peers and highlighted the accolades received related to value and cost.

Ms. Minner presented the preliminary fiscal year 2026 strategies to help revenue generation and cost reductions. Ms. Remmler noted the strategy has been sufficiently covered in the conversation.

D. Operating Liquidity

Ms. Turner presented current operating liquidity and the impact of the FY24 projection and FY25 budget. She noted the sources of operating liquidity and explained the 60- and 90-day cash on hand measurement and the decrease in

operating liquidity since fiscal year 2018 to date done in part due to intentional capital investments and some unexpected external events. The Committee discussed the concern of the decreased level of liquidity as compared to the 60- and 90-day levels.

Dr. Butkiewicz noted his review of net tuition revenue from the period of FY2016 to FY2024 and the overall annualized net tuition increase of 11%. He compared this increase to the consumer price index and the higher education price index, noting a significantly larger increase of those two indices. He noted these challenges are not unique to the University of Delaware. Dr. Butkiewicz asked when the Board became aware of the significant increase of healthcare premiums, and Ms. Remmler explained the timing of information received from the state healthcare group. She informed the Committee of conversations with the State to navigate these challenges.

Ms. Turner reviewed operating liquidity sensitivities for fiscal year 2025 and identified three potential sensitivities related to a \$100M draw on the existing line of credit, a \$100M withdrawal from operation investments in the pooled portfolio, and a \$100M taxable fixed rate interest only 30-year bond. She noted the risks related to each of these sensitivities. She noted the recommendation to explore bond opportunities in the future, given the risks of each option. She clarified that the bond would be focused on capital needs rather than any operational expenses. Ms. Remmler clarified that no action is being sought today for approval. Ms. Turner explained that the administration will continue to explore this possibility for future consideration.

Dr. Puglisi noted one resolution in the materials which preserves the administration's ability to allocate capital expenses to a potential future bond issuance.

E. Endowment Matters

Mr. Walter explained the current environment projects lower returns and higher inflation which warrant a continuance of a conservative payout policy. He noted the combination of fees, inflation and market returns are challenging the portfolio's mission to maintain an inflated-adjusted payout in perpetuity.

Dr. Fedele asked for clarification on the use of excess returns into the pooled investment portfolio and whether those funds might be utilized for this moment.

Mr. Walter noted the prior allocation of the reserves over the course of the pandemic to support operations. The Committee discussed opportunities to improve communications around these issues with the University community. Ms. Turner presented the administration's proposal to maintain a 4% distribution for fiscal year 2025.

F. Grounds & Buildings

Dr. Puglisi noted there were two actions taken by the Committee on Grounds & Buildings and invited Mr. Long to speak to the two projects for Committee consideration.

Mr. Long reviewed the Central Utility Plant Cooling Tower Replacement and noted the importance of completing this project. Dr. Puglisi clarified that the funding for this project comes from external funds.

Mr. Long next reviewed the Women's Softball Stadium Upgrades and noted a portion of funding is previously committed university funds to receive a match from the State. The balance is funded by the State and is contingent on making progress on this project. Mr. Long noted part of the emphasis on this project was a perception of inequity between baseball and softball facilities from the legislature. Ms. Remmler reiterated that the funding was earmarked for this purpose.

V. Resolutions

Motion:

To approve the resolutions presented to the Committee regarding endowment payout, fiscal year 2025 budget and tuition and fees, stand-alone reimbursement resolution declaring official intent, and capital projects as presented.

Approved as presented.

VI. Adjourn

With no additional business, the Committee adjourned its meeting for an executive session at 11:46 p.m.



Nominating Committee Minutes

University of Delaware

Apr 11, 2024 at 1:00 PM EDT

@ Hullihen Hall, Room 130; Zoom link and password enclosed

Attendance

Present:

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

Guests: Beth Brand, James Dicker, Angela Downin, Rhett Ruggerio, Brent Schrader

Absent:

Members: Joan Coker

I. Call to Meeting

Mr. Murphy called the meeting to order at approximately 1:00 p.m.

II. Approval of Minutes

Motion:

To approve the minutes of March 11, 20224 as presented.

Approved as presented.

III. Review of Current Vacancies

Mr. Murphy noted there are no current vacancies.

IV. Terms Eligible for Reappointment

Mr. Murphy reviewed the three individuals eligible for reappointment and noted his conversations with those individuals.

Motion:

To recommend the re-election of Kathleen Hawkins to a six-year term on the University of Delaware Board of Trustees.

Approved.

Motion:

To recommend the re-election of John Paradee to a six-year term on the University of Delaware Board of Trustees.

Approved.

Motion:

To recommend the re-election of Sean Wang to a six-year term on the University of Delaware Board of Trustees.

Approved.

Mr. Murphy noted that Ms. DeMatties will be eligible for reappointment by the Governor this year.

V. Looking Forward

Mr. Murphy noted the individuals with terms expiring in 2025 and those eligible for reappointment.

VI. Pipeline Development

A. New Castle County

Mr. Murphy reviewed the current list of candidates for New Castle County and invited any feedback for any new individuals or individuals to remove from consideration.

B. Kent County

Mr. Murphy reviewed the current list of candidates for Kent County and invited discussion on the candidates or individuals to include or remove.

C. Sussex County

Mr. Murphy reviewed the existing candidates for Sussex County and welcomed any input on the candidates under consideration.

D. At Large

Mr. Murphy reviewed the at large list of candidates and invited any suggestions or feedback from the Committee.

VII. AGB Conference Highlights

Mr. Murphy noted that several board members attended the AGB National Conference in Boston this year. Ms. Kelly reported on board member feedback and Ms. Brand and Mr. Schrader also provided on the conference.

VIII. Board Assessment and Trustee Self-Assessment

Mr. Schrader reviewed the survey instruments under consideration and invited feedback related to question revisions or additions. The Committee discussed the value of the process and supported distributing the survey shortly after the end of the spring semester.

IX. Slate of Officers

Mr. Murphy reviewed the proposed slate of officers and invited those individuals on the slate to leave the room for discussion. Dr. Puglisi entertained a motion to recommend the slate of officers as presented:

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

Motion:

To approve the slate of officers for academic year 2024-2025 as presented.

Approved as presented.

X. Other Business

The Committee held a brief discussion on board policy.

XI. Adjourn

With no additional business, the Committee adjourned at approximately 2:05 p.m.

DRAFT MINUTES



Executive Committee Minutes

University of Delaware

Apr 19, 2024 at 2:00 PM EDT

@ Hullihen Hall, Room 130; 130 Hullihen Hall Board Room

Attendance

Present:

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

Guests: Melissa Bard, Beth Brand, Laura Carlson, Glenn Carter, Fatimah Conley (remote), James Dicker, Angela Downin, Vickie Fedele, Julia Hatoum, John Long, Mandy Minner, Jim Morrison, Alan Parkes, Tom Price, Chrissi Rawak, Mary Remmler, Jose-Luis Riera, Rhett Ruggerio, Brent Schrader, Benett Tilves, Aimee Turner

I. Call to Meeting

Ms. Kelly called the meeting to order at approximately 2:00 p.m. and welcomed all in attendance. Ms. Kelly thanked the faculty and student representatives for their participation and acknowledged Ms. Hatoum and Mr. Parkes who are attending for their final time.

II. Approval of Minutes of November 17, 2023

Motion:

Approved.

III. President's Report

Dr. Assanis welcomed the Committee and guests in attendance. He noted the upcoming graduation ceremonies and the excitement on campus. Dr. Assanis reported on favorable rankings of the University's academic programs, growth in research volume and successes, and provided a review of recent and upcoming events on campus. He noted the University secured external funds for the SABRE project and the upcoming groundbreaking for that project.

Dr. Assanis noted that the Anti-Defamation League recently ranked campuses for their efforts to combat antisemitism and the University received a score of B which is categorized as better than most. Dr. Assanis emphasized the importance of working within our community to support the campus community and prevent instances of discrimination of all kinds.

Dr. Assanis updated the Committee on the development of the upcoming first-year class and noted the challenges faced by all institutions due to the delays and errors with the FASFA form.

Dr. Assanis spoke to the anticipated budget challenges for the current fiscal year and looking into fiscal year 2025. He noted that a large proportion of the budget deficits are located within the academic portfolio and personnel costs were a driver in that outcome. He noted expected healthcare premium increases will continue to add pressure in the near-term, with an assessed increase of 27% for fiscal year 2025. Dr. Assanis noted the mitigation strategies taken and the administration's direction to move toward increased transparency around the budget down to the unit level. Moving forward, staff hires will continue to be frozen with select exceptions related to compliance, health and safety, resource generation and other select categories. Dr. Assanis spoke to the multi-year strategy hires for faculty positions. He noted capital expenditures will also be on pause excepting a commitment to deferred maintenance and those projects that can be exclusively funded through resources external to the University. Dr. Assanis noted the administration is exploring future delivery options for healthcare benefits, which will not yield any changes until at least fiscal year 2026. Dr. Assanis spoke to the one-time use of reserve funds to support the upcoming fiscal year. Dr. Assanis recognized that some functions are operating at lean levels of staffing and balancing central and distributed resources will require careful attention.

Dr. Assanis shared ongoing conversations with the community to identify opportunities to realize additional revenue and to help colleges realize additional potential.

The Committee discussed the balance of centralized and distributed service support and the variability across functions and units.

IV. Committee Reports

A. Academic Affairs

Ms. Fontana reported on the meeting held on April, 10, 2024. Highlights include:

- A review of admissions, enrollment and faculty hiring;
- A presentation on program assessment;
- A presentation on leadership and succession planning and the new leadership academy which is proposed to begin this upcoming year and a discussion of how this academy complements the existing professional development opportunities at the University;

- A discussion on how the University is integrating Artificial Intelligence into its work;
- A conversation on how to strengthen the Associates Pathway and the ability to strengthen enrollment in that program;
- A discussion of the University's strategy related to international student admissions and the internal discrepancy of TOEFL requirements for those students at the undergraduate and graduate level; and
- Recommendation for approval a set of academic actions and faculty tenure, promotion and hiring actions.

Ms. Fontana noted the items included in the consent agenda for the Committee's approval.

B. Student Life & Athletics

Mr. Lafferty reported on the meeting held on April 10, 2024. Highlights include:

- A report from the division of athletics, including an update on how the division is addressing the current budget challenges and absorbing the costs associated with the conference transition;
- An update on the conference reclassification process and the near complete coverage of the transition fee;
- An update on the Name, Image and Likeness landscape and potential governmental interventions;
- An update on the partnership with the Philadelphia Flyers and the hire of a new women's hockey coach;
- A report from the student life team
- A review of the student life strategic plan, led by Dr. Riera;
- A comprehensive review of the existing student fees and a discussion of how to modernize those fees to address current student need;
- Reports from the Student Government Association, Graduate Student Government, and Student-Athlete Advisory Committee.
- A discussion of the current campus climate and student sentiment given the Israel-Gaza conflict and the work of the administration to encourage dialog and conversation in a productive way.

C. Grounds & Buildings

Dr. Puglisi reported on the meeting held on April 11, 2024. Highlights include:

- A review of capital expenditures and capital projects, including the prioritization of health and safety and projects funded with external dollars;
- A considerable discussion on deferred maintenance noting that the accumulation of deferred maintenance continues to be a challenge;
- The recommendation of two projects for approval:
 - The Central Utility Plant Cooling Tower Replacement, for \$10,500,000 from state funds;
 - The Women's Softball Stadium Upgrades, for \$7,500,000, with \$1,000,000 from Athletics reserves due to a previous commitment to matching funds.

Dr. Puglisi noted the consent agenda includes the two above-named projects for Committee approval.

D. Nominating

Mr. Murphy reported on the meeting held on April 11, 2024. Highlights of the meeting include:

- A review of upcoming vacancies, noting no current vacancies;
- A review of Kathleen Hawkins, John Paradee and Sean Wang for reappointment, where the Committee recommended reappointment of those three members;
- An acknowledgement that Claire DeMatteis is eligible for reappointment by the Governor;
- A review of anticipated board vacancies for 2025, and a review of the pipeline of candidates;
- A recommendation of the slate of officers for 2024-2025:
 - Chair – Terri L. Kelly
 - Vice Chair – William M. Lafferty
 - Vice Chair – Terence M. Murphy
 - Secretary/Treasurer – Kathleen V. Hawkins
- A review of the AGB conference; and
- Approval of a board assessment and trustee self-assessment for the upcoming year.

E. Public Affairs & Advancement

Ms. DeMatteis reported on the meeting held on April 15, 2024. Highlights include:

- An update from President Assanis;
- An update on the work of the Southern Delaware Visiting Committee, which was hosted by Mr. Murphy at the Bayhealth Simulation Lab in Dover;
- An update from Government Relations regarding the legislative session and upcoming elections at the state and federal level and ongoing conversations between the City of Newark and the University;
- An update from Dr. Lee on research at the University, including strong performance in the NSF rankings and nearly \$237 million dollars in federal research dollars in 2023;
- A report from Ms. Anderson on the expected congressionally directed spending and other federal funding for our research portfolio;
- A report from Mr. Dicker and Ms. Long about the work following the capital campaign and a report on the findings from the third alumni attitude survey;
- A conversation with Mr. Carter around future strategy on presidential statements, with a new, disciplined strategy, if they: directly impact the university, if it impedes the university's ability to deliver on its mission, or impacts the community so significantly that a message is needed to reinforce safety and the university's values.
- Approval of a resolution within the consent agenda for those donors who have given in excess of \$100,000.

Dr. Fedele spoke to Faculty Senate concerns around negative publicity received by the University and the perception that the University does not speak nor engage in these instances. The Committee discussed the strategy around when to communicate and the reasoning behind those decisions.

Mr. Carter reported on the efforts to stand up an incident response team which helps the University be prepared to react to any incidents impacting the campus as well as how to communicate in a timely way when appropriate. The Committee discussed instances where there is unseen work to help engage and oversee the work of the administration.

F. Diversity, Equity & Inclusion ad hoc

Ms. Kelly reported on the meeting held on April 16, 2024. Highlights of the meeting include:

- A discussion on the philosophy on university statements given the current national and international climate;
- An update on progress in strengthening campus inclusion;
- A discussion of the evolving state and federal landscape as it relates to legislation around diversity, equity and inclusion topics, and the importance of the university considering its strategy in line with our values;
- A discussion of the timing and strategy for a campus climate survey and developing a process that is thoroughly vetted and committed to, with the need to complete one perhaps as soon as the fall; and
- A conversation on how to ensure the work of the Committee embeds itself into the work of all of the standing Committees as an intentional part of the work of the Board of Trustees, including a discussion of the ways in which organizational structure enables this work.

G. Honorary Degrees & Awards

Mr. Cochran reported on the meeting held on April 17, 2024. Highlights include:

- The approval of the class of 2024 honorary degree recipients: Commencement speaker Joe Flacco, Tamika Montgomery-Reeves, Donald Sparks, and KR Sridhar;
- An overview of the strategy and implementation for Commencement and Convocations ceremonies for this spring;
- A review of recent and to be awarded Medal of Distinction recipients, including a review of upcoming events where medals will be bestowed;
- Approval of 10 individuals to receive the Medal of Distinction; and
- A discussion of a new award to recognize student leaders in recognition of excellence in impact, separate from the existing awards.

H. Finance

Dr. Puglisi reported on the meeting held on April 19, 2024. Highlights include:

- A review of the investment portfolio, which stood just in excess of \$2B at the end of the calendar year;
- A discussion of asset allocation, including a conversation on private investments;

- A review of the projections for fiscal year 2024 which is anticipated to be a deficit closer to \$40M for the year and an overall fund balance reduction of \$66M;
- A conversation on the recommended budget for fiscal year 2025, including a tuition increase of 4%, an undergraduate discount rate of 31.2%, and increases in compensation for staff, with an overall fund balance reduction of \$113M;
- A discussion of opportunities to generate additional revenue and the risks associated with those efforts;
- A review of the cost of attendance, and a discussion of fees and the modernization strategy to ensure fees reflect the services provided to students;
- A discussion of the university's liquidity position and the impact of the current budget situation, and a discussion of opportunities to support liquidity;
- A protective resolution for approval to preserve the ability to capitalize debt; and
- A discussion and recommendation to distribute a 4% payout from the endowment for fiscal year 2025.

The Committee engaged in a robust dialog around the current budget situation and strategies to address the challenges.

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

V. Consent Agenda of Resolutions for Approval

Motion:

To approve the resolutions included in the consent agenda as presented.

Approved as presented.

VI. Other Topics

A. Managing Risk in a Constrained Budget Environment

Ms. Remmler noted the risk to operations given the hiring freeze and operating with a reduced number of staff. The Committee discussed the strategy of

balancing mission and risk and appreciation that this topic requires ongoing attention and discussion as the situation evolves.

The faculty representatives noted their concerns around the mix of administrative and faculty absorption of these budget challenges. Dr. Morrison noted the concerns of the faculty around the budget, issues related to equity and challenges with a changing student demographic. Ms. Kelly noted the need for all campus constituencies to come together to weather this challenging time.

Dr. Fedele encouraged the Board to consider more opportunities for direct engagement with the faculty including full voting seats on either committees or the board and more regular engagement between faculty leadership and the board. Ms. Kelly shared opportunities to strengthen the working relationship between the faculty and board moving forward.

VII. Adjourn

With no additional business, the Committee moved to an executive session at approximately 4:06 p.m.

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

MAY 14, 2024

WHEREAS, in spring and fall 2023 an external advisory council and Department faculty evaluated and recommended a change in department name to reflect better the three undergraduate programs, and

WHEREAS, a name change will provide branding and recognition consistency with the name of the department being more inclusive of the three undergraduate programs, and

WHEREAS, the name change has the support of the Dean of the College of Engineering;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves a name change for the Department of Civil and Environmental Engineering to the Department of Civil, Construction, and Environmental Engineering, effective July 1, 2024.

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

MAY 14, 2024

WHEREAS, the Dean of the College of Engineering, in consultation with the Department of Computer and Information Science, has recommended the elimination of the Professional Science Master's in Bioinformatics (BINF-PSM) with a Computational Sciences Concentration (CS) and the Professional Science Master's in Bioinformatics (BINF-PSM) with a Life Sciences Concentration (LS),

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the Professional Science Master's in Bioinformatics (BINF-PSM) with a Computational Sciences Concentration (CS) and the Professional Science Master's in Bioinformatics (BINF-PSM) with a Life Sciences Concentration (LS) are to be disestablished effective September 1, 2024.

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

MAY 14, 2024

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

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

WHEREAS, students pursuing interdisciplinary studies related to engineering and public policy can and do already receive joint advising from faculty in the Department of Civil and Environmental Engineering and the Biden School of Public Policy and Administration;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the permanent disestablishment of the PhD in Engineering and Public Policy program.

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

MAY 14, 2024

WHEREAS, The proposed 4+1 Bachelor in Biomedical Engineering and MS in Materials Science and Engineering program offers a clear pathway to advanced training for students who are interested in applying their expertise in Biomedical Engineering to interdisciplinary problems that benefit from graduate education in Materials Science and Engineering; and

WHEREAS, The proposed degree program would offer an accelerated opportunity for exceptional undergraduate Biomedical Engineering majors to obtain their Masters in Materials Science and Engineering to enter the workforce earlier; and

WHEREAS, Students would be able to obtain a Bachelors in Biomedical Engineering plus a Masters in Materials Science and Engineering in five years instead of six years without any reduction in requirements; and

WHEREAS, Because the 4+1 degree program relies entirely on existing course offerings and programs, meaning that no additional resources are required for implementation;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the establishment of a new 4+1 Bachelor in Biomedical Engineering and Masters in Materials Science and Engineering degree program, beginning Fall semester of 2024.

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

MAY 14, 2024

WHEREAS, the pathway for the Leadership 4+1 program for the MA degree has changed with the advent of the Discovering Public Policy Certificate program; and

WHEREAS, students from any major who wish to apply to a Biden School 4+1 program can do so through the Discovering Public Policy Certificate program; and

WHEREAS, no Leadership majors have applied for the Leadership 4+1 MA program in the past 3 years;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishment of the Leadership 4+1 program in connection with the MA degrees in the Biden School.

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

MAY 14, 2024

WHEREAS, the College of Business & Economics has a very successful in-person and online MBA program, and

WHEREAS, the MBA graduate office has received inquiries over the last several years from students in the College of Engineering who are interested in pursuing an MBA, and

WHEREAS, the MS in Computer Science is a highly valued degree with courses in theory, systems and network, software and information, all valued skills by industry and highly beneficial for MBA students;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves a dual-degree program for the MS Computer Science and MBA.

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

MAY 14, 2024

WHEREAS, the Lerner College of Business & Economics and the Dept of Business Administration offer a very successful in-person and online MBA program, and

WHEREAS, students interested in the MBA program have shown interest in marketing, digital media, and communication, and

WHEREAS, the Department of Communication in the College of Arts and Sciences offers a very successful online MA in Strategic Communication, and

WHEREAS, students in the MA in Strategic Communication program would benefit from a broader understanding of organizations and analytical tools;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves a dual degree program MA Strategic Communication/ MBA.

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

MAY 14, 2024

WHEREAS, enrollment in the following Nursing Programs: Health Services Administration Concentration MSN; Adult-Gerontology (BSM/ MSN); Health Services Administration BSN/ MSN; Nurse Practitioner Family BSN/ MSN; and Registered Nurse -Pediatrics (BSM/ MSN); have been zero, and

WHEREAS, department resources have been readjusted to support new concentrations in the graduate nursing programs, and

WHEREAS, there are currently no students enrolled in these programs, and

WHEREAS, the School of Nursing Faculty have approved the disestablishment of these programs,

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves the disestablishment of the following Nursing Programs: Health Services Administration Concentration MSN; Adult-Gerontology (BSM/ MSN); Health Services Administration BSN/ MSN; Nurse Practitioner Family BSN/ MSN; and Registered Nurse -Pediatrics (BSM/ MSN).

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

MAY 14, 2024

WHEREAS, the Clinical Exercise Physiology Program was provisionally approved in 2018, and

WHEREAS, at the end of the provisional period an external review team recommended that the Clinical Exercise Physiology Program be given permanent status, and

WHEREAS, student interest in the program has been demonstrated by the actual enrollment and that accreditation standards have been met or exceeded,

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

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

MAY 14, 2024

WHEREAS, the Quantitative Biology BS had low enrollment for many years,

WHEREAS, the major has dedicated courses that have low enrollment and take away resources from the Department of Mathematical Sciences;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishing the Quantitative Biology BS.

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

MAY 14, 2024

WHEREAS, the Quantitative Biology BS had low enrollment for many years,

WHEREAS, the Quantitative Biology BS is being disestablished;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves disestablishing the Quantitative Biology/Data Science 4-1 (BS/MS).

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

MAY 14, 2024

WHEREAS, in 2022 the Museum Studies graduate certificate program was renamed the Museum Studies and Public Engagement certificate, and

WHEREAS, the change reflected a broadening of the certificate program's curriculum and goals to include a wider array of community organizations and methods; and

WHEREAS, adding Public Engagement to the certificate program's name reflects the field's expansion and convergence with related organizations; and

WHEREAS, we are submitting a request to update the undergraduate minor title to "Museum Studies and Public Engagement" for the same reasons and to bring it in alignment with the graduate certificate program; and

WHEREAS, the name change has the support of the History Department Graduate Studies Committee;

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees approves a name change for the Museum Studies Program to the Museum Studies and Public Engagement Program, effective July 1, 2024.

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

MAY 14, 2024

BE IT RESOLVED, to recognize the personnel actions (named professors and promotions and tenure) presented in the April 10, 2024 meeting booklet of the Trustee Committee on Academic Affairs as contained in **Reports and Appendices Section A.**

REPORTS AND APPENDICES

A. FACULTY PERSONNEL ACTIONS

1. Named Professorships

The following individuals are recommended for named professorships:

Name	Title and Department
Dr. Kelvin Fu	Terri Connor Kelly and John Kelly Career Development Professor of Mechanical Engineering Department of Mechanical Engineering
Dr. Arthi Jayaraman	Centennial Term Professor for Excellence in Research and Education Department of Chemical and Biomolecular Engineering
Dr. April Kloxin	Thomas and Kipp Gutshall Development Professor of Chemical and Biomolecular Engineering Department of Chemical and Biomolecular Engineering
Dr. Weisong Shi	Alumni Distinguished Professor Department of Computer and Information Sciences

2. Promotion and Tenure

The following individuals are recommended for promotion from Associate Professor to Professor, effective September 1, 2024. All were previously granted tenure.

Name	Department
Jennifer Van Horn	Art History
Jia Song	Biological Sciences
Monique Head	Civil & Environmental Engineering
Vishal Saxena	Electrical & Computer Engineering
Sheng Lu	Fashion & Apparel Studies
Jillian Trabulsi	Health Behavior & Nutrition Sciences
Jason Hustedt	Human Development & Family Sciences
Jesus Botello	Languages, Literatures & Cultures
Pak-Wing Fok	Mathematical Sciences
Constanze Liaw	Mathematical Sciences
Mokshay Madiman	Mathematical Sciences
Panagiotis Artemiadis	Mechanical Engineering
Sarah Dodson-Robinson	Physics & Astronomy
Edward Lyman	Physics & Astronomy
Benjamin Bagozzi	Political Science & International Relations
Wayne Batchis	Political Science & International Relations
Henry May	School of Education
Kathleen Brewer-Smyth	School of Nursing
Ann Bell	Sociology & Criminal Justice
Eileen Smitheimer	Theatre & Dance

The following individuals are recommended for promotion from Associate Professor to Professor, without tenure, effective September 1, 2024.

Name	Department
Stephen Metraux	Biden School of Public Policy & Administration
Richard Martin	Electrical & Computer Engineering
Deborah Delaney	Entomology & Wildlife Ecology
Kyle McCarthy	Entomology & Wildlife Ecology
Virginia Hughes	Medical & Molecular Sciences

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, with tenure, effective September 1, 2024.

Name	Department
Amanda Convery	Accounting & Management Information Systems
Jing He	Accounting & Management Information Systems
Aaron Terry	Art & Design
Jessica Tanis	Biological Sciences
Saleem Mistry	Business Administration
Mark Nejad	Civil & Environmental Engineering
Rebecca Pompon	Communication Sciences & Disorders
Guangmo Tong	Computer & Information Sciences
Francisco Costa	Economics
Swati Singh	Electrical & Computer Engineering
Yuping Zeng	Electrical & Computer Engineering
Viet Dinh	English
Laura Helton	English
Kisha Porcher	English
Yendelela Cuffee	Epidemiology Program
Jing Gao	Geography & Spatial Sciences
Julie Klinger	Geography & Spatial Sciences
Pinki Mondal	Geography & Spatial Sciences
Dael Norwood	History
Jing Ma	Hospitality & Sport Business Management
Timothy Webb	Hospitality & Sport Business Management
Roderick Carey	Human Development & Family Sciences
Vijay Parashar	Medical & Molecular Sciences
Hsin-Wen Lee	Philosophy
Jaclyn Sions	Physical Therapy
John Clem	Physics & Astronomy
Alyssa Koehler	Plant & Soil Sciences
Christina Barbieri	School of Education
Kenneth Shores	School of Education
Anna Birkenbach	School of Marine Science & Policy
Aaron Carlisle	School of Marine Science & Policy
James Rising	School of Marine Science & Policy

Mark Adams	School of Music
Cresean Hughes	Sociology & Criminal Justice

The following individuals are recommended for promotion from Assistant Professor to Associate Professor, without tenure, effective September 1, 2024.

Name	Department
Brad Thompson	Associate in Arts Program
Matthew Willis	Associate in Arts Program
Carlton Cooper	Biological Sciences
Stefanie DeVito	Biological Sciences
Christopher Trimby	Biological Sciences
Laura Gasiorowski	Business Administration
Stephanie Raible	Business Administration
Ri Na	Civil & Environmental Engineering
Jennifer Follett	English
Keerthi Potluri	English
Adil Bentahar	English Language Institute
John Stocker	Finance
Alisha Rovner	Health Behavior & Nutrition Sciences
Polly Zavadviker	History
Saskia Richter	Kinesiology & Applied Physiology
Barbara Moltchanov	Languages, Literatures & Cultures
Sheldon Hewlett	Materials Science & Engineering
Adebanjo Oriade	Physics & Astronomy
Jarrold Miller	Plant & Soil Sciences
Miles Brown	School of Music
Kimberly Schroeder	Theatre & Dance

The following individuals are recommended the award of tenure at the rank of Professor, effective February 20, 2024.

Name	Department
Amanda Seidl	Communication Sciences and Disorders
Jennifer Earl	Sociology and Criminal Justice

The following individuals are recommended the award of tenure at the rank of Associate Professor, effective November 30, 2023.

Name	Department
Xu Yuan	Computer and Information Sciences

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Holly Shertzer Aldrich	University Wide	Holly Shertzer Aldrich '65 Scholarship
American Heart Association	Health Sciences	Department of Kinesiology & Applied Physiology
Arthritis Foundation	Health Sciences	Department of Physical Therapy
AstraZeneca Pharmaceuticals (MedImmune, Inc.)	University Wide	Biopharmaceutical Innovation Program
Paul S. Baumbach and Pamela Schmidgall Baumbach	University Wide	Paul S. Baumbach and Pamela Schmidgall Baumbach Scholarship
Sandra Spence Bowman and J. Michael Bowman	Engineering	Sandra Spence Bowman '04 and J. Michael Bowman Scholarship
Cynthia Nechay Buniski and Drew J. Buniski	Agriculture and Natural Resources	Nechay Family Agricultural Scholarship

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Margaret Canavan	Engineering	Dr. Bernard Canavan Faculty Research Award
Captain Vassilis & Carmen Constantakopoulos Foundation (Achilles Constantakopoulos)	Biden School Public Policy	Biden Hall
Peter A. and Millicent L. Christie	Arts and Sciences	Peter and Millicent Christie Chemistry and Biochemistry Student Support Fund, John L. Burmeister Student Research Fund
DE Technology Park, Inc.	Business and Economics	Center for Economic Education and Entrepreneurship
Delaware Atlantis Foundation	Agriculture and Natural Resources	UDairy Creamery, Apiary Program
Delaware Council on Economic Education, Inc.	Business and Economics	Bonnie T. Meszaros CEEE Faculty and Staff Support Fund
Dominic M. and Marilyn F. Di Toro	Engineering	Dominic Di Toro Graduate Student Support Fund
Robert M. Dietzel and Kerry McPoyle Dietzel	Business and Economics, Athletics	Summer Founders Venture Support Program, Horn Student Ventures Addressing Risk, North End Zone Project

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Discover Financial Services, Inc.	University Wide	Small Business Development Center
James J. Doherty Jr. and Amy Doherty	University Wide	Building X
Alfred I. du Pont Institute of the Nemours Foundation	Arts and Sciences	Department of Biological Sciences
Ford Foundation	Earth, Ocean and Environment	Department of Geography
Stephen P. Freese	Earth, Ocean and Environment	Lee G. Anderson Marine Science and Policy Graduate Student Support Fund
Friends of the University of Delaware Library	Morris Library	Friends of UD Library Inc. Acquisitions Fund
The Bill and Melinda Gates Foundation	University Wide	UNIIMBL
Howard C. Giles Jr.	Athletics	Cheerleading Program, North End Zone Project

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Sheila and Adly A. Gorrafa	University Wide	Sheila Gorrafa '68M.Ed. Initiative Scholarship
Michele Hackley Johnson and Brennie E. Hackley III	Arts and Sciences	Brennie E. Hackley, Jr. Fund for Excellence in Research
Terri Connor Kelly and John B. Kelly	Athletics	Football Excellence Fund, North End Zone Project
Meta Platforms, Inc.	Engineering	Department of Engineering
MilliporeSigma	University Wide	NIIMBL Donated Equipment Fund
National 4-H Council	Agriculture and Natural Resources	Cooperative Extension
Peak Trust Company (Horejsi Charitable Foundation)	Business and Economics	Peak Trust Certificate Program Fund, Peak Trust Scholars Fund

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Donald J. Puglisi and Marichu C. Valencia (Puglisi and Associates)	Arts and Sciences Honors College Business and Economics Arts and Sciences Athletics Business and Economics	Marichu C. Valencia Scholars Fund, Department of Finance, Chorale, Calidore String Quartet, Maggie E. Neumann Health Sciences Research Fund, Center for Economic Education and Entrepreneurship, Women's Basketball Program, Men's Basketball Program
Patricia Orris Robertson and Charles W. Robertson Jr.	Earth, Ocean and Environment	Patricia and Charles W. Robertson Research Fund, Patricia and Charles Robertson Endowment for the School of Marine Science and Policy
Rodel	Education and Human Development	Department of Education
Jane M. Selewach and Steven H. Peavy	University Wide	Piccadilly Internship Fund, Piccadilly Scholarship
Merle J. Slack	University Wide	John W. Slack Sr. '59 Scholarship
Gary L. Smith	Education and Human Development	Joanne Smith, Keith Smith '83 and Karen Smith '86 Family Scholarship

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
Lynn Snyder-Mackler and Michael J. Axe	Honors College	Honors College Activity Fund
Patricia C. and Ethan A. Stenger Jr.	Athletics	North End Zone Project, Football Excellence Fund
Gary L. Sutkowi	Education and Human Development	Sue Woods '79 Scholarship
The Chemours Company	University Wide	The Center for Clean Hydrogen
Unidel Foundation, Inc.	Arts and Sciences, Agriculture and Natural Resources, University Wide, Graduate College, Morris Library, University Wide	UD Summer Math Camp, Enhancement to NMR Instrumentation, The Townsend East Lawn and Garden: Fostering Outdoor Learning, Culture, and Community, Building X, Increasing the Quality and Impact of UD Doctoral Programs, Supporting Student Success through Open and Affordable Materials, Eugene du Pont Memorial Distinguished Scholars
Walton Family Foundation	Agriculture and Natural Resources	Department of Applied Economics and Statistics

RESOLUTIONS
November 1, 2023 to March 31, 2024

Whereas the following donors;	To the benefit of the following school or unit;	Whereas the gift shall be allocated as follows;
WELS Systems Foundation	Education and Human Development	College of Education and Human Development, Early Learning Center
The Whiting-Turner Contracting Company	University Wide	Building X
Kenneth C. and Elizabeth K. Whitney	Athletics	Football Excellence Fund, Whitney Athletic Center and Delaware Stadium Renovation
Karen A. Williams-Miller and Kurt A. Miller	Athletics	Football Excellence Fund, North End Zone Project
Rebecca Baker Worley	Graduate College University Wide	Worley Osher Lifelong Learning Institute Fund, Career Opportunities Fund, Baker Family Scholarship

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

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

MAY 14, 2024

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 \$5.02 per unit in Fiscal Year 2025 which represents 4.00% of the endowment pooled portfolio average market value over the twelve trailing quarters through December 31, 2023.

**UNIVERSITY OF DELAWARE BOARD OF TRUSTEES
RESOLUTION RELATED TO**

The Fiscal Year 2025 Operating Budget and Tuition Rates

WHEREAS, it is the recommendation of the administration that the Board of Trustees — pursuant to its authority under the University of Delaware Charter and Bylaws — approve the proposed Fiscal Year 2025 (“FY25”) operating budget of \$1,355,000,000, and FY25 tuition rates and fees as provided in Exhibit A to this resolution; and

WHEREAS, the University anticipates that in June 2024 the State of Delaware, through its legislative and executive branches, will appropriate nonrecurring state general fund monies for FY25 to the University for the pursuit of its mission and in support of its goals; and

WHEREAS, the commitment to meaningful wage and salary increases for labor-represented employees in FY24, alongside notable rises in benefit expenses and ongoing market pressure on wages for many administrative and staff groups, will result in considerable budget impacts in FY25 and beyond; and

WHEREAS, expenditures for FY25 will be impacted differentially across the University by the continued high inflation rates for a variety of goods and services; and

WHEREAS, the University is committed to achieving standards of national and international excellence in academics and research while ensuring the smooth operation of efficient and effective services and processes; and

WHEREAS, the Finance Committee and Executive Committee of the Board have reviewed and approved the FY25 Operating Budget and FY25 Tuition Rates and Fees and recommends approval to the Board.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of the University of Delaware hereby approves the University of Delaware FY25 Operating Budget of \$1,355,000,000 and the FY25 Tuition Rates and Fees as provided in Exhibit A to this resolution.

BE IT FURTHER RESOLVED, if the State of Delaware budget appropriation to the University is materially different than the appropriation estimate used in the annual budget, the administration will return to each of the Finance and Executive Committees with an adjusted FY25 Operating Budget for consideration and approval which will take into account the final appropriation received.

EXHIBIT A

FY25 University of Delaware Annual Tuition Rates and Fees

	<u>Resident</u>		<u>Non-Resident</u>	
	<u>Tuition</u>	<u>Increase</u>	<u>Tuition</u>	<u>Increase</u>
Undergraduate*				
Full-time	\$14,600	4.0%	\$39,190	4.0%
Per Credit Hour	608	4.0%	1,633	4.0%
Winter Session - Per Credit Hour	\$. 608	4.0%	\$. 1,633	4.0%
Summer Session – Per Credit Hour	608	4.0%	1,633	4.0%

*Undergraduate tuition rate increases not to exceed 4.0 percent.

Associate in Arts Program

Full-time	\$4,848	4.0%	\$12,104	4.0%
Per Credit Hour	202	4.0%	504	4.0%

Graduate

	<u>Amount</u>	<u>Increase</u>
Base - Per Credit Hour	\$1,069	4.0%
Exceptions - Per Credit Hour	\$ 844	4.0%
	\$1,406	4.0%
	\$1,601	4.0%
	\$2,135	4.0%

Graduate Sustaining Fee

	<u>Amount</u>	<u>Increase</u>
Master	\$ 833	4.0%
Doctoral	\$1,258	4.0%

COMPREHENSIVE FEE

Effective Fall 2024, Student Comprehensive Fee charged to full-time undergraduate students to increase 13.7%/\$75 to \$624 per semester. Further part-time fee to increase to \$624 per semester. Winter and summer fees to remain at \$50.

STUDENT CENTER FEE

Effective Fall 2024, Student Center Fee charged to full-time students to increase 4.2%/\$5 to \$124 per semester. Further a new part-time student center fee is being proposed at \$124 per semester.

STUDENT WELLBEING FEE

Effective Fall 2024, the Student Wellbeing fee charged to full-time students to increase 1.4%/\$10 to \$357 per semester. Further a new part-time student wellbeing fee is being

proposed at \$357 per semester. Winter Session Student Wellbeing Fee to remain at \$77.

MANDATORY COURSE FEE

Effective Fall 2024, Mandatory Course Fees to remain at current rates.

BOARD PLAN RATES

Effective Fall 2024, Board Plan rates to increase an average 6.0 percent for the 2024 – 2025 academic year. The proposed annual rate for the standard board plan of 14 weekly meals and 200 points is \$6,646 which is an increase of \$376 over the current academic year.

RESIDENCE HALL RATES

Effective Fall 2024, Room rates to be adjusted by an average of 4.0 percent across room rate portfolio. The proposed annual rate for a traditional double room will be \$8,740 which is an increase of 2.0%/\$172 over the current academic year.

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

**A REIMBURSEMENT RESOLUTION DECLARING THE
OFFICIAL INTENT OF THE UNIVERSITY OF DELAWARE
TO REIMBURSE ITSELF FROM THE PROCEEDS OF
DEBT FOR CAPITAL EXPENDITURES TEMPORARILY
FUNDED FROM REVENUES OR OTHER SOURCES.**

WHEREAS, the University of Delaware (the “University”) anticipates financing with the proceeds of debt, a portion of its on-going capital improvement program, which includes, but is not limited to, the acquisition and/or construction of, renovations and improvement to, and/or equipping of the various facilities and laboratories of the University at any of its campus locations (collectively, hereinafter referred to as the “Project”); and

WHEREAS, the University intends to be reimbursed for certain expenditures paid: (i) for the Project not more than 60 days prior to the date of this Resolution, (ii) for costs of issuance, (iii) for costs that do not exceed the lesser of \$100,000 or 5% of the portion of the proceeds of the issue used to finance the Project, or (iv) that do not exceed 20% of the portion of the aggregate issue price of the bonds used to finance the Project which constitute preliminary expenditures within the meaning of Treas. Reg. § 1.150-2(f)(2); and

WHEREAS, the University intends that this Resolution be determined to be a declaration of official intent under Treas. Reg. § 1.150-2 promulgated under the Internal Revenue Code of 1986, as amended (“Code”); and

WHEREAS, the Committee on Finance has reviewed this proposal and recommends approval to the Executive Committee.

NOW, THEREFORE, the Executive Committee of the Board of Trustees of the University resolves as follows:

Section 1. Declaration of Official Intent. The University hereby declares its intent:

(a) That the issuance of debt for the Project be in an amount reasonably expected not to exceed \$100,000,000;

(b) That the University be reimbursed for certain expenditures paid: (i) for the Project not more than 60 days prior to the date of this Resolution, (ii) for costs of issuance, (iii) for costs that do not exceed the lesser of \$100,000 or 5% of the portion of the proceeds of the issue used to finance the Project, or (iv) that do not exceed 20% of the portion of the aggregate

issue price of the bonds used to finance the Project which constitute preliminary expenditures within the meaning of Treas. Reg. § 1.150-2(f)(2);

(c) That this Resolution be determined to be a declaration of official intent under Treas. Reg. § 1.150-2 promulgated under the Code; and

(d) That the issuance of debt occurs not later than 18 months after the latest of (i) the date on which the earliest expenditure subject to Treas. Reg. § 1.150-2 is paid, (ii) the date on which the property is placed in service or abandoned, but in no event more than three years after the earliest expenditure is paid, or (iii) the date otherwise permitted by the Code or Treasury Regulations promulgated thereunder.

Section 2. Effective Date. This Resolution shall take effect immediately upon adoption this _____ day of _____, 2024.

The undersigned, Vice President and University Secretary of the University of Delaware (the “University”), hereby certifies that the foregoing is a full, true and correct copy of the Resolution of the Executive Committee of the Board of Trustees of the University duly made at a meeting thereof held on _____, 2024, and that said declaration has not been amended, modified or revoked by the Executive Committee of the Board of Trustees of the University.

Beth G. Brand,
Vice President and University Secretary

TRUSTEES OF THE UNIVERSITY OF DELAWARE

RESOLUTION RELATED TO

Central Utility Plant Cooling Tower Replacement

WHEREAS, the Central Utility Plant was constructed in 1967 and serves the core of campus with chilled water for cooling and processing chilled water; and

WHEREAS, existing cooling towers are obsolete, failing and present operational challenges; and

WHEREAS, the University has developed a plan to renovate replace the cooling towers to increase the reliability and resilience of the chilled water system; and

WHEREAS, the University has accumulated \$10,500,000 of State funds allocated toward plant deferred maintenance to fund this replacement; and

WHEREAS, the University's Board of Trustees has reserved for itself the authority to approve all capital projects with a budget anticipated to exceed \$2,500,000; and

WHEREAS, University Bylaws require that appropriate standing committees review and recommend the project for approval, and both the Committee on Grounds and Buildings and Finance Committee have reviewed the proposal and have recommended the Executive Committee approve the project up to the Project Budget.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of Delaware hereby approves all prior actions taken on behalf of the University related to the planning and design of the Central Utility Plant Cooling Tower Replacement as described on the associated project summary, and the Executive Committee further authorizes the administration to take all actions necessary and appropriate to execute this project within the Project Budget.

TRUSTEES OF THE UNIVERSITY OF DELAWARE

RESOLUTION RELATED TO

Softball Stadium Renovations

WHEREAS, the University of Delaware (“University”) softball program, a varsity sport at the University, plays at the University’s softball facility that was last renovated in 2009; and

WHEREAS, the University seeks to upgrade the current field for athletes and spectators, including, but not limited to, new sports lighting, synthetic playing surface, new dugouts, new scoreboard, and bleacher expansion; and

WHEREAS, the University has developed a plan to renovate the University’s softball stadium, and desires to proceed with the construction of that project; and

WHEREAS, the project budget is \$7,500,000 (the “Project Budget”) with \$6,500,000 being provided by the State of Delaware and \$1,000,000 provided by the University; and

WHEREAS, the University’s Board of Trustees has reserved for itself the authority to approve all capital projects with a budget anticipated to exceed \$2,500,000; and

WHEREAS, University Bylaws require that appropriate standing committees review and recommend the project for approval, and both the Committee on Grounds and Buildings and Finance Committee have reviewed the proposal and have recommended the Executive Committee approve the project up to Project Budget.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of Delaware hereby approves all prior actions taken on behalf of the University related to the planning and design of the University softball stadium as described on the associated project summary, and the Executive Committee further authorizes the administration to take all actions necessary and appropriate to execute this project within the Project Budget.

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

MAY 14, 2024

RESOLVED, that the following individuals, as members of the Honorary Degree class of 2024, shall receive Honorary Degrees at the 2024 Commencement ceremony on May 25, 2024: Mr. Joseph Flacco, Ms. Tamika Montgomery-Reeves, Dr. Donald Sparks, Dr. KR Sridhar.