



UNIVERSITY OF DELAWARE  
**ARTS & SCIENCES**

# POSITION SPECIFICATION

University of Delaware  
Dean, College of Arts & Sciences

September 2023

The University seeks a visionary new Dean of its College of Arts and Sciences who will lead the College's educational and research programs, advance academic excellence and innovation, and expand its public impact regionally, nationally and internationally.

The College of Arts and Sciences (CAS) is the intellectual and cultural heart of the University of Delaware. CAS emphasizes both the enduring value of a liberal arts education and the importance of cultivating new knowledge and artistic representation. The faculty are dedicated scholars, scientists, artists and professionals who teach, research, mentor, and lead their fields. CAS fosters excellence in scholarship, creative work, and public service as it educates students to be thoughtful, ethical, and engaged leaders. The College prioritizes interdisciplinarity and experiential learning across our academic programs, and sees diversity, equity, and inclusion as core values, with its recruitment, retention and hiring processes designed to support these values.

The largest college at the University, CAS comprises twenty-four departments and more than 30 programs and centers in the arts, humanities, social sciences, and natural sciences. CAS serves nearly 6,000 undergraduate and 1,100 graduate students, awarding more than 1,600 BA degrees and 270 graduate degrees in 2022-23. CAS faculty, comprising 600 full time tenure-track and non-tenure contract faculty are experts who are leaders in their fields, innovators in education, and noted advisors to nonprofit and governmental agencies at the local, regional, national, and international levels. CAS is guided by a commitment to shared governance, and CAS faculty serve as leaders in the University and College Faculty Senates. The staff include more than 300 individuals supporting students and academic units. CAS is also supported by an engaged and generous body of alumni, including an active Dean's Advisory Council.

CAS is distinguished by its tradition of excellence in the liberal arts and the foundational teaching it provides to the entire University. The College offers over 90 undergraduate majors and minors, including many degrees in collaboration with the Honors College, a [Secondary Education Program](#), a range of 4+1 programs, and a growing number of applied certificate programs. The [Associate in Arts Program](#) (AAP), which serves a diverse range of Delaware students with the support of the [Delaware SEED](#) program, is an engine for social and economic mobility, offering a two-year degree at the University's campuses statewide and a pathway to continuing education on the Newark campus.

CAS helped pioneer an [Early College Credit](#) program that extends learning to high school students across the state, and it leads the University in curricular innovation, boasting the [Patrick T. Harker Interdisciplinary Science & Engineering Laboratory](#) as well as cross-departmental and cross-college programs, such as a BA in Liberal Studies, a fast-growing Game Studies and E-Sports major with the College of Engineering, and a thriving Spanish for Healthcare minor with the College of Health Sciences. CAS undergraduates take advantage of numerous services designed to expand their learning beyond the classroom, including co-curricular coaching and internship opportunities via the [Student Success Center](#) and [Mentoring Collective](#), and the College helps students from across the University develop essential skills at the [Writing Center](#) and the [Mathematical Sciences Learning Laboratory](#).

The [English Language Institute](#), founded in 1979, is one of the oldest and most prestigious centers of its kind in the United States, attracting students from around the world and sponsoring the education of female Afghan refugees through the [Women's Initiative in Science and Education \(WISE\)](#) program. The College offers robust support for undergraduate research and interdisciplinary exploration through the [David A. Plastino Scholars Program](#) and a [Dean's Scholar Program](#), and it

actively participates in the [McNair Scholars Program](#), which helps prepare undergraduates from underrepresented and low-income backgrounds for success in graduate education.

The College of Arts and Sciences has a diverse and robust graduate program portfolio, offering 20 PhD programs and 42 masters programs. With over 1,100 enrolled graduate students, the faculty provide advanced, specialized education in arts, humanities, social sciences, natural sciences, and mathematics. Program areas vary from Africana Studies to Psychology, and Biology to Strategic Communications. Working side-by-side with faculty in laboratories, studios, museums, libraries and specialized facilities around the world, our graduate students are prepared for both academic and non-academic career pathways. Roughly one-quarter of the graduate students at the University are enrolled in a program in Arts and Sciences, and last year, the College graduated over 180 doctoral degrees and 85 masters students. With a wide range of professional development opportunities, competitive funding programs, travel grants, and other resources offered through the Graduate College, students are prepared to succeed and thrive after earning their advanced degree.

Our educational excellence is reflected in national rankings and other indicators. The College of Arts and Sciences boasts 11 USNWR top-100 graduate programs including Chemistry (#58), English (#82), History (#73), Mathematics (#80), and Physics (#73). Similarly, the College boasts a number of highly regarded doctoral programs, including Art History (NRC Regression-based: 16, Survey-based: 27), Biology (NRC Regression-based: 36, Survey-based: 20), Mathematics (NRC Regression-based: 18, Survey-based: 12), and Political Sciences & International Relations (NRC Regression-based: 92, Survey-based: 60). The College is also home to a variety of signature interdisciplinary programs including the [African American Public Humanities Initiative \(AAPHI\)](#), a [Museum Studies and Public Engagement program](#), the [Winterthur/University of Delaware Program in Art Conservation \(WUDPAC\)](#), the [Winterthur Program in American Material Culture](#), and a [Masters of Arts in Liberal Studies](#). The Master of Science in Data Science grew from an initiative within CAS that involved seven other colleges and now is part of a dual degree option with Mathematical Sciences.

CAS is committed to scholarly excellence in support of the University's status as a Land Grant, Sea Grant, and Space Grant institution. In 2022, the College's sponsored research budget was \$34 million. The new dean will have an exciting opportunity to enhance research growth across the entire College and champion its recognition and impact. The construction of a new science facility ([Building X](#)) is currently underway. Slated for completion in fall 2024, the four-story, 131,000 square-foot-structure will provide state-of-the-art research and teaching labs that will educate more than 1,000 students a year. It will serve as a "science collider" that connects facilities including a vivarium and FMRI while bringing together faculty and students from biology, psychology, neuroscience, physics and quantum science to accelerate research in the fields of human disease, developmental disorders, neuroscience and human behavior, further bolstering the state's rising reputation for bioscience research. Reflecting strong collaborative partnerships within the state and beyond, Gov. John Carney announced last year that the state will dedicate \$41 million of federal stimulus funding from the American Rescue Plan Act to the building project, with the remaining costs projected at \$143 million to be borne by the University, supported by fundraising efforts that could lead to donor naming opportunities for the building.

CAS scientists lead the [Delaware IDeA Network of Biomedical Research Excellence \(INBRE\)](#), a collaborative network of Delaware academic, health care, and research institutions (University of Delaware, Delaware State University, Christiana Care, Delaware Technical Community College, Nemours Children's Health, and Wilmington VA Medical Center). INBRE provides biomedical research opportunities for undergraduates at UD and elsewhere, supports early-career investigators

with research funding, and improves Delaware's research infrastructure with a collaborative network of core facilities offering the latest research equipment. CAS scientists also lead a major NIH Center of Biomedical Research Excellence ([COBRE](#)) for the [Discovery of Chemical Probes and Therapeutic Leads](#) that has provided funding to 29 different University research groups led by early career faculty since 2014. The COBRE has helped establish and support five specialized CAS core facilities that serve over 70 research groups and 400 students across the University, including an [NMR Laboratory](#) and a [Mass Spectroscopy Facility](#). The [UD Library, Museums & Press](#), [creative maker studios](#), historic collections of [textiles](#) and [African American art](#), and a regional network of partnering institutions offer an enviable wealth of resources for faculty and student researchers. The scholarly excellence and international reputation of CAS faculty is evidenced by distinguished memberships in pre-eminent organizations, including the American Antiquarian Society and the American Association for the Advancement of Science; citations in Nobel Laureate nominations; a stellar record of prestigious achievement prizes from professional societies; and major research awards and fellowships from NASA, NIH (COBRE, Delaware INBRE), NSF (MRSEC), and Sloan to ACLS, Fulbright, Guggenheim, NEA, and NEH fellowships.

In addition to its departments, CAS supports a wide variety of initiatives that facilitate interdisciplinary collaborations for the University at large. The [UD Anti-Racism Initiative](#) supports courses and programs that combat systemic racism and contribute to the reduction of racial disparities on campus and in the larger community. The [Center for Material Culture Studies](#) is a national leader for groundbreaking, multidisciplinary research on humans and their material worlds. The world-renowned [Disaster Research Center](#) (now headquartered in the UD Research Office) supports projects and education on climate change, health, and other aspects of disaster research and practice in collaboration with the Biden School of Public Policy & Administration and the College of Engineering. A new research partnership with [West Point Music Research Center](#) includes a partnership with the University's College of Health Sciences. The [Bartol Research Institute](#) is renowned for its research in Particle Astrophysics and Space Science. Additional centers support teams of humanists, social scientists, and natural scientists studying [media and civic literacy](#), [scientific ethics and public policy](#), and [health and justice](#), among other areas.

CAS is committed to translating scholarship into public engagement through a wide variety of outreach initiatives, regional and national partnerships, and global projects. CAS faculty enthusiastically contribute to the University's [Community Engagement Initiative](#), in particular the [Partnership for Arts and Culture](#). The [Center for the Study of Gender-Based Violence](#), housed in the [Department of Women and Gender Studies](#), integrates community activism with training and scholarship to develop evidence-based prevention and intervention strategies. The [National Agenda Series](#) invites audiences to conversations with leading figures in politics, public policy, and journalism. The [Resident Ensemble Players \(REP Theatre\)](#) brings professional theater to campus, and [Healthcare Theatre](#) partners with the health sciences to train emerging medical providers. Community members can join a CAS Resident Astronomer for stargazing at the nearby [Mount Cuba Astronomical Observatory](#), take music classes at the [UD Community Music School](#), and attend the [Master Players' Concert Series](#). Delaware high school students from underrepresented backgrounds learn about neuroscience and biopharmaceuticals from CAS graduate students through [Project Brain Light](#). CAS outreach extends internationally to major cultural heritage projects led by the Department of Art Conservation in Asia, South America, and the Middle East.

## **THE ROLE OF THE DEAN**

The Dean will work to build and grow synergies throughout the College while strengthening the College's many cross-disciplinary collaborations throughout the University. By fostering a supportive research environment, the Dean will ensure that the College's strong portfolios in the arts, humanities, natural sciences, and social sciences advance the college's scholarly reputation and positively impact on the region, the state, the nation and the world. The Dean will create strategies to advance the University's position as both a leader and valued partner in extramurally funded research centers and institutes, and private sector collaborations. Furthermore, the Dean will have the opportunity to work with departmental leaders to assess existing strength and develop strategies to significantly advance departments that are poised to move forward.

Candidates should demonstrate a commitment to transparent, fair, and data-driven decision-making. Candidates should also demonstrate a commitment to and strategy for governing at an institution that is dedicated to promoting diversity, equity, and inclusivity. The Dean will manage a complex and multifaceted unit, overseeing the College's expansive physical infrastructure, which spans almost 60 buildings, and personnel numbering 30 direct reports, including Department Chairs, School and Program Directors, Associate Deans, a Chief Operating Officer, and a Chief of Staff.

Fundraising and financial oversight will be significant elements of the Dean's responsibilities, securing external resources to advance the College's mission and superintending an annual operating budget of approximately \$150 million and a sponsored expenditures budget of approximately \$34 million. The Dean will collaborate closely with shared services staff leads who support this robust organization, including teams in Finance & Analytics, Information Technologies, Facilities, Human Resources, Communications, Strategic Events, Enrollment Management, Sponsored Programs Support, and the Student Success Center. The Dean will lead their administrative teams in developing and executing strategies that faculty and educational programs, generate productive relationships with alumni and supporters, and continue to build connections within CAS, across the University, and external institutional partners. The Dean must exemplify positive and engaged leadership, ensuring that the College remains adaptive, innovative, and poised to navigate the ever-shifting challenges of higher education.

The Dean of the College of Arts and Sciences reports directly to the Provost of the University and serves as a member of the University's senior leadership team.

## **Desired Professional Experience and Qualifications**

The ideal candidate is expected to be a transformational leader with a proven ability to cultivate and grow the College's research and educational mission. The Provost and the Search Committee will give priority to those who have a proven record of being a strategic thinkers and results-focused leaders, with experience working effectively with chairs, directors, and faculty to pursue an ambitious agenda for increased academic excellence, stature, rankings, and extramural research funding.

The successful candidate should possess a record of scholarly productivity and excellence commensurate with appointment as Full Professor, and they should demonstrate a capacity for building relationships and interacting effectively with individuals from diverse backgrounds and at all levels, both within the College and in partnership with other colleges and schools. The Dean must be an outstanding communicator and highly visible leader who engages with diverse internal audiences as well as with private, federal and foundation funders, the corporate sector, and philanthropic organizations.

The University expects that the next Dean of the College of Arts and Sciences will address the following priorities:

- Exhibit an unwavering sense of integrity, professionalism, and sound judgment.
- Demonstrate intellectual curiosity, a spirit of collaboration, and a commitment to community-building and shared governance.
- Support and build academic excellence in all areas of the College, including interdisciplinary initiatives.
- Collaborate with the College's senior leadership team and department chairs to strengthen and refine shared services in support of enhanced operational productivity.
- Articulate and implement an inspiring, shared vision and strategic plan for evolution and growth, consistent with the College's aspirations and university priorities.
- Develop and advance strategies to foster diversity and ensure equity, inclusion, and belonging across the College.
- Recruit, support, recognize and retain outstanding faculty.
- Advocate, manage, and fundraise for important priorities of the College, including support for students, research, teaching and physical space and infrastructure.
- Advocate effectively for the resources needed to support the breadth and diversity of CAS programs and initiatives.
- Build education and research collaboration with other colleges in partnership with the Provost and other college deans.
- Guide and empower the portfolio of centers, programs and institutes.
- Invest in student success and advance curricular and programmatic innovation at both the undergraduate and graduate levels.
- Grow the national and international visibility of the College and its programs to achieve broader awareness of the College's institutional strengths and capabilities.
- Increase revenue generation and lead the college's fundraising efforts from individual donors, corporations, and foundations.
- Cultivate relationships with benefactors, alumni, and friends of the College for the further promotion of its goals.
- Serve as a personal model of professional collegiality, operating as both a champion of the College and citizen of the University across the state of Delaware and the University's campuses.

## NOMINATIONS & APPLICATIONS

Confidential review of applications, nominations and expressions of interest will begin immediately, and will continue until an appointment is made. The University invites inquiries, nominations, and applications. To be ensured of full consideration, interested individuals should provide an electronic version of their curriculum vitae along with a bullet point summary of key accomplishments in each leadership role held.

The University of Delaware has retained Ilene H. Nagel, Steven R. Lerman and Charles E. Kaler of Education Executives, LLC to assist with this search. Confidential inquiries, nominations, and applications should be sent via e-mail to:

Ilene H. Nagel, Charles E. Kaler, Steven R. Lerman & Marsha Chandler

Education Executives, LLC  
<https://www.edexsearch.com/>  
[UD.CAS@edexsearch.com](mailto:UD.CAS@edexsearch.com)

*The University of Delaware is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, creed, color, gender, age, religion, national origin, veteran or disability status, or sexual orientation in its educational programs, activities, admissions, or employment practices as required by Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes. The Career Center at the University of Delaware will work solely with employers that abide by the University's equal opportunity standards.*

## APPENDIX – UNIVERSITY OF DELAWARE OVERVIEW

### Institutional Profile

A research-intensive, technologically advanced university with global impact, the University of Delaware traces its roots to the founding of a small private academy in 1743. The University received its charter from the State of Delaware in 1833 and was designated in 1867 as one of the nation's historic Land Grant colleges. The University celebrated its 275th anniversary in 2018-19 and the Middle States Commission on Higher Education recently reaffirmed its accreditation of the University, commending it for its progress.

A Land Grant, Sea Grant and Space Grant institution, UD is state assisted, yet privately governed. It is classified by the Carnegie Foundation for the Advancement of Teaching as having very high research activity, a distinction achieved by less than 3% of U.S. colleges and universities, and it ranks among the nation's top 100 universities in federal research and development support for science and engineering. In 2015, UD received the Carnegie Community Engagement classification, recognizing the extension and impact of its scholarship to society through work with more than 300 community partners in dozens of locales.

The University offers a broad range of degree programs (66 doctoral programs, 149 master's programs, 163 bachelor's programs, and four associate programs) through its colleges: Agriculture and Natural Resources; Arts and Sciences; Earth, Ocean and Environment; Education and Human Development; Engineering; Health Sciences; Graduate College; Honors College; the Alfred Lerner College of Business and Economics, and the Joseph R. Biden, Jr. School of Public Policy and Administration. The University's non-residential Associate in Arts Program provides foundational courses for Delaware-resident students, who then transition to UD's primary campus in Newark to complete their bachelor's degrees.

For fall 2023, enrollment totaled 18,812 undergraduates, 4,449 graduate students and 960 professional and continuing studies students for a grand total of 24,221. These students come from across the country and around the globe.

The 2024 U.S. News and World Report ranks UD No. 76 among top national universities in the United States, No. 36 among the nation's top public universities, and it includes 20 UD graduate programs among the top 100, and 10 programs in the top 50 in the nation, spanning all colleges. The most recent U.S. News ranking placed six undergraduate programs among the top quarter in the nation, including a ranking of No. 5 for the undergraduate program in chemical engineering. The University has endowment assets of almost \$2 billion. Its annual operating budget is more than \$1 billion. The FY24 state operating and capital appropriation of approximately \$200 million (a record year in the past decade) helps create a sizeable economic impact in the state. For every \$1 invested by the State, UD produces \$23 in economic activity within Delaware. Overall, the University generates an annual multi-state economic impact of \$5.5 billion and supports approximately 35,320 jobs in throughout the Northeast Corridor.

On Nov. 9, 2017, President Assanis launched Delaware First: The Campaign for the University of Delaware, the largest fundraising and engagement campaign in the University's history. With a goal of \$750 million, the campaign was designed to strengthen the institution and raise funds to support the strategic vision, and in particular, student scholarships, endowed professorships, graduate fellowships, research, facilities and experiential learning opportunities across UD. The campaign helped establish the Graduate College and the Honors College, initiatives around



innovation and entrepreneurship, partnerships through the Biden School and the construction of several new buildings around campus, including the Ammon Pinizzotto Biopharmaceutical Innovation Center on the STAR Campus, as well as the Whitney Athletic Center, among other strategic projects. On June 30, 2023, the University successfully concluded the most comprehensive fundraising and engagement campaign in its more-than-280-year history. The campaign ended with a record-breaking 113,402 University supporters contributing more than \$1.05 billion.

## **Research and Innovation at UD**

UD is driving discovery for the future. For FY 2023, externally sponsored expenditures for research and public service totaled more than \$289 million, even though the University is not host to an academic medical center. In particular, externally sponsored research totaled \$237 million in FY 2023, a nearly 40% increase over the past four years. Since 2009, UD has had 678 patent disclosures, 192 patents have been issued and 92 licenses have been executed. Some 38 startups have resulted from licensing of UD technology.

UD is playing key roles in two Manufacturing USA Institutes. UD leads NIIMBL, the National Institute for Innovation in Manufacturing Biopharmaceuticals, in collaboration with the Department of Commerce's National Institute of Standards and Technology. NIIMBL involves more than 200 companies, educational institutions, nonprofits and state governments to advance U.S. leadership in the development and manufacture of prescription medicines from living cells. These medicines include vaccines, cancer drugs and drugs to treat autoimmune diseases, as well as emerging cell and gene therapies. Expected total investment of all stakeholders is approaching nearly \$500 million, including \$232 million of federal investment.

Additionally, UD is leading a major node of RAPID, the Rapid Advancement in Process Intensification Deployment manufacturing institute, coordinated by the American Institute of Chemical Engineers. RAPID's role is to develop breakthrough technologies and processes that will boost energy productivity and efficiency and decrease environmental impacts, especially related to chemical manufacturing. RAPID will leverage \$70 million in federal funding from the U.S. Department of Energy over five years and an additional \$70 million in private cost-share commitments from partners.

UD's biopharmaceutical research and education initiatives, along with many of our top resources in biotechnology and data science, are co-located with NIIMBL headquarters in the new, state-of-the-art Ammon Pinizzotto Biopharmaceutical Innovation Center at the heart of UD's STAR Campus. The \$165 million center has been called a "game changer" for UD and is expected to drive significant research, workforce training and economic development.

The newest project on the STAR Campus is the FinTech Innovation Hub, a partnership with Discover Bank and Delaware Technology Park with the ultimate goal of improving access to financial systems for the underserved. FinTech — or "financial technology" — is a burgeoning employment sector for Delaware and the region. More than 300 people will work in the 100,000-square-foot facility, using data analytics, visualization and artificial intelligence for research, education and community engagement.

Also nearby is the new Chemours Discovery Hub, where UD students and faculty are collaborating on research projects with the global leader in titanium technologies, thermal and specialized solutions, advanced performance materials, and chemical solutions.

Beyond STAR Campus, more than 90 UD research centers, institutes and core facilities reflect the diversity and rigor of the University's research interests, as well as its commitment to improving the quality of life in Delaware and beyond. Examples include the Charles C. Allen Jr. Biotechnology Laboratory, the Partnership for Public Education, the Data Science Institute, the John L. Weinberg Center for Corporate Governance, the nationally accredited Early Learning Center, the Interdisciplinary Humanities Research Center, and the Disaster Research Center. Also, with several centers and institutes dedicated to renewable energy science, the environment, education and policy (such as the Delaware Energy Institute, Delaware Environmental Institute, Biden Institute, new Gerard J. Mangone Climate Change Hub, and the Center for Energy and Environmental Policy), UD is working on the world's most pressing sustainability challenges. UD scientists are conducting ground-breaking research in solar cells, wind power, vehicle-to-grid technology, green hydrogen and catalysis.

UD is home to two Energy Frontier Research Centers, supported by the U.S. Department of Energy, including the Catalysis Center for Energy Innovation and the Center for Plastics Innovation, where cutting-edge work is underway to break down plastic waste. The UD Center for Hybrid, Active, and Responsive Materials (UD CHARM), one of 19 Materials Research Science and Engineering Centers funded by the National Science Foundation across the United States, is advancing further innovations in how materials are made, working with diverse teams.

UD has a sea-faring research facility, a 146-foot ship named the Hugh R. Sharp, at our seaside Lewes Campus. Commissioned into service in May 2006, the R/V Sharp is a member of the University National Oceanographic Laboratory System (UNOLS) fleet, capable of carrying up to 20 scientists on scientific cruises as long as 18 days.

The University also fosters an entrepreneurial spirit that runs deep in all colleges through academic programs, mentors, startup incubators and community engagement. Horn Entrepreneurship, a campus-wide enterprise, emphasizes experiential learning and active engagement with business leaders. Its courses and programs give students the knowledge, skills, connections and access to resources needed to successfully manifest innovation and thrive in a rapidly changing world.

The Office of Economic Innovation and Partnerships is centered on long-term productive partnerships, and it facilitates access to space, capital, counsel and connections that empower entrepreneurs and innovators to accelerate their ideas to market, grow their businesses and form partnerships. UD also is a key partner in the new NSF Innovation Corps (I-Corps) Northeast Hub. It provides researchers with entrepreneurial training, mentoring and resources to form startup companies that translate laboratory discoveries into breakthrough products and services.

Other partnerships include the Delaware Innovation Space, Inc., a nonprofit designed in conjunction with the state of Delaware and DuPont to help science-based businesses grow in Delaware and connect students to the work of the most talented innovators. The focus is on key science, technology, engineering and mathematics areas that align with strengths that both DuPont and UD bring to the venture.

## **Leadership and Governance Structure**

### **President Dennis N. Assanis**

Dr. Assanis is a leader and distinguished educator with a wide range of academic experience and international reputation as a scholar and expert in both fundamental and applied studies of internal combustion engines and energy systems.

He assumed his role as President of the University of Delaware in June 2016. Driving institutional transformation to ensure UD's place in the future, Dr. Assanis brings an enterprise-wide vision that is both innovative and comprehensive to accelerate holistic change and growth necessary for UD's continuous evolution as a top university.

During his tenure at UD, Dr. Assanis has prioritized student engagement and success while enabling conditions for institutional growth and progress. In support of these efforts, he has diligently fostered a culture of innovation, academic excellence and operational effectiveness, fueled by collaboration among all campus constituencies. He has also emphasized strategic planning as a key priority for investing in the University's future, which includes a comprehensive campus master plan for infrastructure, resources, and facilities to compete as a modern university. Some of the key institutional accomplishments under his leadership include:

- Created and formally launched UD's "Finish in Four" plan to increase student success by bringing together existing and new initiatives: Blue Hen Success collaborative advising software/program; advising/academic advocates; increased undergraduate financial aid by 43% since 2016; pipeline programs; and student life co-curricular programs. Achieved record, all-time high enrollments in all categories of students (in-state, out-of-state, under-represented minorities, international, honors, graduate, transfer), despite challenging demographics and environment for international students. UD is especially proud that its four-year graduation rate places is among the top 10 in the nation among four-year public institutions.
- Led an unprecedented faculty hiring effort, in partnership with the Provost, Deans and Chairs, which has resulted in the rejuvenation of the intellectual capital of UD through the addition of 390 new faculty members across campus. This has brought the faculty body from 1,200 to over 1,320 members, more than compensating for attrition and enhancing excellence and diversity. A number of these hires are in interdisciplinary clusters, including biopharmaceutical science and engineering, data science and cybersecurity, climate science and coastal water management. The University expects future faculty growth in alignment with student enrollment.
- Created an inspiring, bold vision for UD's Science, Technology and Advanced Research Campus — STAR Campus — as a nexus for cutting-edge interdisciplinary research, top-notch academics, community partnerships, entrepreneurship and economic development. Within just five years, we have transformed a 275-acre blank canvas into a bustling hub of activity, beginning to realize our aspirations for building the university of the future for a new era of opportunity and impact. The STAR Campus is integral to our mission as a 21<sup>st</sup> century research university, a place that is both intellectual intersection and economic engine, fueled by an urgent commitment to advance knowledge in service to others. With 1,000,000 square feet of state-of-the-art new buildings in the first phase of development, and a new train station on site at the Northeast rail corridor, the STAR Campus has emerged as a place of innovation in health, energy and environment, financial technology and data science services.

More information about President Assanis' accomplishments as UD President can be found [here](#).

#### **Provost Laura A. Carlson**

Dr. Laura A. Carlson, a distinguished administrator, educator and researcher with more than 25 years of higher education experience became provost of the University of Delaware in June 2022. As

the University of Delaware's chief academic officer, Carlson is responsible for the administration and continuous enhancement of all programs of instruction, research and service supporting the academic mission of the University, and for facilitating the success of UD faculty and students. Her priorities are academic excellence; faculty recruitment, development and success; and student achievement and well-being.

### **Governance**

The Board of Trustees. The entire control and management of the affairs of UD are managed by the Board of Trustees, which consists of 28 members. The Governor of the State, the President of the University, the Master of the State Grange, and the President of the State Board of Education all serve as ex officio members.

Eight of the Trustees are appointed by the Governor. Twenty of the Trustees are elected by a majority of the whole Board, at least five of whom must reside in each county in the State. All Trustees are subject to Senate approval. No Trustee is elected or appointed for a term longer than six years, although terms are renewable. The Trustees meet semi-annually, although committees of the Board meet on a more regular basis.

UD Faculty Senate. The UD Faculty Senate acts for the entire faculty in coordinating faculty governance at the University, and in exercising the faculty responsibility for oversight of the academic programs, as charged by the University Charter. The Faculty Senate consists of 64 elected Senators, each serving a three-year term, as well as the University President, Provost, Vice President for Research, Scholarship & Innovation, Deans of ten disciplinary Colleges and Schools, and the Vice President for Student Life. The Faculty Senate meets monthly during the academic year.

### **University of Delaware Library, Museums and Press**

UD Library, Museums and Press comes under the purview of the Provost. The main library, Morris Library, sits in the heart of campus on The Green. In addition, there are four branch libraries: the Chemistry Library, the Physics Library, and the Education Resource Center, on the Newark campus, and the Marine Studies Library on the Lewes campus. Four Special Collections and Museums gallery spaces—Mechanical Hall Gallery, the Mineralogical Museum in Penny Hall, Old College Gallery, and the Special Collections Gallery in Morris Library—display rotating exhibitions that are free and open to the public. The editorial office of the UD Press, which publishes scholarly works for researchers, is situated in Morris Library. The collections of the UD Library support the academic interests of the University and are broadly based and comprehensive. Books, periodicals, electronic resources, databases, electronic books and journals, digitized collections, microforms, government publications, maps, manuscripts, media, political papers, especially of Delaware public officials provide a major academic resource for UD, the surrounding community, the State of Delaware and the nation. UD is home to the Senatorial papers of President Joseph Biden, plus significant special collections of rare items. The UD Library is a depository library for U.S. government publications; a patent depository for U.S. patents; and a repository for State of Delaware publications. Librarians and curators connect students, faculty and staff to these collections and support student success through an extensive program of outreach, programming, and classroom collaboration. The UD Library is a member of several associations and organizations, including the Association of Academic Museums and Galleries, the Association of Research Libraries, Center for Research Libraries, Coalition for Networked Information, the Library Publishing Coalition, and OCLC (Online Computer Library Center).

## Office of Institutional Equity, Diversity and Inclusion

Building and celebrating diversity is crucial in enabling collaboration, openness, trust and cohesive communities. While building on academic excellence, UD is working diligently to recruit and retain students and faculty from underrepresented groups. It also is enhancing its multicultural curriculum to raise students' consciousness as human beings who can lead and contribute to the opportunities of a society that is diverse, inclusive, and creative. UD provides an open and welcoming campus environment where the unique voice that each of us brings to the conversation is respected. In both 2017 and 2018, UD received the Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity magazine, a national honor recognizing colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

In 2020, President Assanis created the Office of Institutional Equity, Diversity and Inclusion to improve coordination and better leverage assets in this important area, aligning strategic goal outcomes toward recruitment and retention. This office is under the direction of a newly created senior-level position: the Vice President of Institutional Equity and Chief Diversity Officer, who has responsibilities for strategic leadership, oversight and visionary activation of a range of services, programs, policies and procedures for faculty, staff and students. This organizational change enables UD to realize a more welcoming and inclusive campus environment that models the standards of excellence we strive for in our research, teaching and service endeavors.

## Student Life at UD

Recently recognized as one of the “Most Promising Places to Work in Student Affairs” by *Diverse: Issues in Higher Education*, the Division of Student Life advances equity and inclusion, deepens student learning, and drives holistic development through education, experiences, and communities. Student Life comprises 11 departments and more than 200 full-time staff who provide a multitude of nationally recognized co-curricular experiences and services in the areas of career readiness, engagement, equity and inclusion, and wellbeing for undergraduate and graduate students. Through this work, Student Life aims to lead a dynamic student experience and vibrant campus culture, so all Blue Hens thrive throughout their lives. The Student Life mission and vision are supported through the Student Life values:

- Amplify Student Voice
- Pursue Equity
- Transformational Collaboration
- Learning and Innovation
- Integrity and Respect

The Division includes the UD Career Center, Office of the Dean of Students, Fraternity and Sorority Leadership and Learning, Orientation and Transition Programs, Office of Student Conduct, Residence Life and Housing, Student Services for Athletes, Student Centers, and the three wellbeing units: the Center for Counseling and Student Development, Student Health Services and Student Wellness and Health Promotion.