



# Position Specification

University of Delaware

Dean, College of Agriculture and Natural Resources

August 2023

The University of Delaware (UD) invites inquiries, applications, and nominations for the position of Dean, College of Agriculture and Natural Resources (CANR). Reporting to UD's Provost, the Dean is responsible for the leadership of the College including the development, operations, and sustained excellence of all education, research and extension programs across the college, departments, interdisciplinary centers and institutes, Cooperative Extension, and the Agricultural Experiment Station. With strong support from the University, CANR is committed to fulfilling the tripartite mission synonymous with that of all land-grant universities - the generation, translation, and dissemination of knowledge in the public interest.

CANR seeks a new dean who will build on the University's and College's existing strengths while seizing new opportunities to inspire and engage faculty, staff, students, alumni, and external stakeholders.

### **The College of Agriculture and Natural Resources at the University of Delaware**

The College of Agriculture and Natural Resources (CANR) represents a diverse community of engaged faculty, staff, students, and more than 10,500 alumni. The faculty includes more than 85 members who are experts in their fields. They are organized into four academic departments (Animal and Food Sciences, Applied Economics and Statistics, Entomology and Wildlife Ecology, and Plant and Soil Sciences) serving more than 950 undergraduate and more than 200 graduate students who participate in a range of high-impact experiential learning opportunities. CANR's current undergraduate population is the largest it has been in recent history, with CANR welcoming a record number of first year students in Fall of 2023. CANR currently offers 13 majors, 11 minors, nine master's programs, two certificate programs, and three doctoral programs.

CANR spans multiple facilities across the State of Delaware, including two major teaching, research, and extension complexes - one in Newark (main campus) and another in Georgetown. The College has recently completed a \$40M renovation of laboratory spaces in Worrilow Hall. This state-of-the-art facility has modern and dedicated teaching laboratories as well as large, open-concept research laboratories where faculty groups across CANR conduct cutting-edge research in the broad themes of providing food and protecting the planet.

A foundational element of the College is the UD Cooperative Extension comprised of 60 dedicated staff who offer programming to more than 300,000 people across the state and Mid-Atlantic region every year. CANR's campus research farms and laboratories serve the needs of agricultural industries in both local and broader global communities with state-of-the-art technology and analytical services. In addition, the CANR farm facilities, such as the Webb Farm and the UD Dairy, are working farms that serve as models for best practices in sustainable animal agriculture for sheep, horses, dairy and beef cattle.

CANR is committed to excellence in research, scholarship, and outreach, leveraging unique strengths in key areas including: Climate Change, Genetics and Genomics, Human Dimensions of Food, Agriculture, and Natural Resources, One Health, and Sustainable Food Systems,

Landscapes, and Ecosystems. Award-winning faculty publish consistently in the top peer-reviewed journals, contributing ground-breaking innovations and new knowledge to their fields. Extramural funding over \$125M (measured in research expenditures) in the last five years has come from diverse sources including USDA, NIH, NSF, EPA, DOE, NASA, NOAA, and many more. CANR has recognized experts in areas as diverse as behavioral and experimental economics applied to agri-environmental policy, microbial food safety, insect-plant interactions for native plants and agronomic crops, nutrient and water management (including precision agriculture), plant molecular biology, biogeochemistry of organic and inorganic soil and water contaminants, machine learning applied to high dimension data, avian molecular virology and disease, impacts of climate change on saltmarsh birds, and many more. CANR also supports several well-known research centers including the Avian Biosciences Center, the Center for Experimental and Applied Economics, the Waterfowl and Upland Gamebird Center, the Mid-Atlantic Apiculture Research and Extension Consortium, the Center for Food Systems and Sustainability, Northeast Extension Risk Management Education Center, and the Coastal Resilience Design Studio.

The College is also deeply involved in University-wide initiatives such as the Delaware Environmental Institute (DENIN) and the Gerard J. Mangone Climate Change Science and Policy Hub, both of which foster interdisciplinary collaboration on issues related to the environment and climate change. CANR is also a core member of other interdisciplinary centers including the Delaware Biotechnology Institute, and the Data Science Institute, and participates broadly in several interdisciplinary academic programs and initiatives including Bioinformatics, Data Science, Financial Services Analytics, Water Science and Policy, Environmental Economics, Microbiology, Equine Therapeutics, and others. A priority for the new Dean will be to work in partnership with deans from colleges to identify and enable synergies in research and academic programs, for example, in overlapping areas such as the environment with the College of Earth, Ocean and the Environment.

CANR faculty and staff work closely with external partners in many areas, placing students in diverse internship opportunities with private corporations and organizations, as well as state and federal agency partners across multiple fields. The College collaborates with and receives generous support from a similarly diverse set of public and private organizations. Key service examples include poultry industry analysis at the Lasher and Allen Laboratories, regional soil testing at UD's Soil Testing Laboratory and outreach to the entire agriculture industry through Cooperative Extension.

The College is committed to experiential learning opportunities for the UD community and particularly in improving representation of underrepresented groups in CANR. The UD Envision summer research opportunity program partners with local HBCUs to help minority students gain research experience and envision themselves as research scientists. In addition, the AGcelerate Enrichment Program provides a tailored, supportive environment to all students while promoting academic success and career preparedness in all majors. CANR faculty also provide research opportunities for undergraduate students from across campus via the McNair Scholars program, the Summer Scholars program and the Extension Scholars program, among

others. Our pre-veterinary students place into veterinary schools at a rate of about 80%, much higher than the national average.

UD is fortunate to have one of its two research farms directly behind its main academic buildings (Worrilow Hall and Townsend Hall). The Newark Farm hosts research and teaching spaces for production of poultry and dairy, as well as research on a variety of diverse crops such as lima beans, corn, and rice. The property also houses the “Fresh-to-You” farm, a student-powered, community-supported agriculture (CSA) program and organic farm. In addition, the Newark farm hosts the UD Botanical Gardens, UDairy Creamery, and Fischer Greenhouse Facility. In the southern region of Delaware, the Carvel Research and Education Center (CREC), comprised of the Thurman Adams Jr. Research Farm and Warrington Irrigation Research Farm support research, teaching, and extension programs for vegetable, agronomic, and horticultural crops, poultry, 4-H youth development, and family health and well-being. CREC also hosts Lasher Laboratory, a state-of-the-art poultry diagnostic laboratory and the Jones Hamilton Environmental Poultry Research House, both serving the state’s largest agricultural industry. CANR farms also provide opportunities for natural resources research and outreach, including woodlots and wetland areas.

### **The Opportunity**

The College of Agriculture and Natural Resources has a unique opportunity with the next dean to leverage existing resources (financial, physical, human) and elevate CANR and UD through a commitment to a tripartite mission of teaching, research, and extension. The next dean will: build and strengthen relationships with external stakeholders; further develop and support strengths in interdisciplinary research and education; and provide a vision for the future of agricultural and natural resources education, research and outreach in Delaware and beyond.

The State of Delaware is uniquely positioned geographically with valuable agricultural production, significant development pressures, and ecosystems impacted by climate change through sea-level rise, saltwater intrusion, and changing weather patterns. This nexus of conditions provides an opportunity for UD and CANR to lead the nation in providing scientific, policy, and technical solutions to mitigate these threats, as well as create future leaders to innovate and implement those solutions to build a sustainable agricultural and natural resources system in collaboration with Delaware’s agriculture industry and policymakers. In addition, CANR’s facilities and core competencies position the University as a leader in One Health, considering human, animal, and environmental health as an integrated whole, consistent with the motto of the College: “Feed the World, Protect the Planet.”

### **The Role of the Dean**

The University of Delaware seeks an experienced and passionate leader who, as Dean of the College of Agriculture and Natural Resources, will work with internal and external stakeholders to develop and implement a vision and strategy for CANR that prioritizes positive impacts on students, the State of Delaware, and the world through teaching, research, and extension.

The Dean will support all units in the College to achieve goals within the larger strategic aims of the College and the University. This individual will support the continued growth of undergraduate and graduate education in agriculture and natural resources across all of the University's campuses, in person and online. The Dean is also expected to be a strong communicator and dynamic ambassador for the College, adept at building relationships internal and external to the College. The Dean will work to expand collaborations within the college as well as across other colleges and campus units within the University, working to identify and provide resources for research themes and academic concentrations and programs that can be leveraged jointly.

The successful candidate will have the extensive experience in or understanding of the land grant mission, demonstrating an understanding of the needs of the agricultural and natural resource communities. The Dean should be committed to deeply engaging with our values including sustainability and diversity, equity, and inclusion. As senior administrative leader for the College, this individual should be adept at navigating and understanding a complex budget environment, advocating for the resources necessary to implement a fresh vision for CANR. The successful candidate will also have a passion for high quality research, student success and community engagement and outreach. This leader should be effective in building teams and working collaboratively with people across multiple disciplines, fields, and perspectives. In addition, in order to advance the mission of the College, it will be critical for the next Dean to be actively engaged in development and fundraising efforts with private donors as well as through government relations, foundations, and industry partnerships. The University seeks someone with experience and proven success in these areas.

The Dean of the College of Agriculture and Natural Resources reports directly to the Provost of the University, serving as a key member of the University's senior leadership team.

### **Desired Professional Experience and Qualifications**

The ideal candidate is expected to be a dynamic leader with a demonstrated ability to engage stakeholders at all levels to advance the research, teaching, and outreach missions of the College of Agriculture and Natural Resources. The Provost and the Search Advisory Committee will prioritize those candidates with an established record of providing visionary leadership and strategic thinking to the development and implementation of an ambitious agenda that values academic excellence, student achievement, and community outreach.

The successful candidate should also possess a record of scholarly achievement commensurate with appointment as a Full Professor, strong leadership and excellent communication skills, a proven ability to build relationships with individuals from diverse backgrounds and levels. Candidates should have experience with or significant understanding of the land grant system and extension mission. They should be able to demonstrate an ability to build external relationships for the purposes of establishing partnerships and/or fundraising resources for the College.

In addition to the above, the University expects that the next Dean of the College of Agriculture and Natural Resources will address the following priorities:

- Promote and support CANR's values and foster a community that prioritizes academic excellence, student success, community outreach, sustainability, and diversity, equity, and inclusion
- Support the continued growth of all aspects of the university mission in undergraduate and graduate education, scholarly research, and community outreach and engagement
- Maintain and enhance the resources of the College, including the people, buildings and farms
- Build and expand relationships with other colleges and units at the University, fostering research collaborations and customized academic programs
- Engage and enhance the College's network of relationships with external stakeholders in the state, region, and beyond

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 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, Steven Lerman & Charles E. Kaler  
Education Executives, LLC  
<https://www.edexsearch.com/>  
[UD.CANR@edexsearch.com](mailto:UD.CANR@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 recently has been reaccredited by Middle States.

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 (62 doctoral programs, 130 master's programs, 154 bachelor's programs, and three 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 Biden 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 2022, enrollment totaled 18,062 undergraduates, 4,557 graduate students and 817 professional and continuing studies students for a grand total of 23,436. These students come from across the country and around the globe.

U.S. News and World Report ranks UD in the top 100 universities in the United States, No. 38 among the nation's top public universities, 27th among public universities in "Money's Best Public Colleges" and 46th in Forbes' list of best public universities. U.S. News and World Report includes 29 UD graduate programs among the top 100, and 14 programs in the top 50 in the nation, spanning all colleges. Forbes named UD Best Employer in the State of Delaware in 2021.

For FY 2021, externally sponsored expenditures totaled more than \$255 million, even though the University is not host to an academic medical center. UD is driving discovery for the future. Externally sponsored research totaled \$225M million in FY 2022 (preliminary), a 57 percent increase over the past five years. Since 2009, UD has had 571 patent disclosures, more than



159 patents have been issued and 74 licenses have been executed. Some 32 start-ups have resulted from licensing of UD technology.

The University has endowment assets of more than \$2.1 billion. Its annual state operating and capital appropriation of approximately \$140 million (FY 2022) 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 approximately \$5 billion and supports nearly 33,320 jobs 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 280-year history. With an initial goal of \$750 million, the campaign was designed to strengthen the institution and raise funds to support the strategic vision, and enhance student resources and experiences, attract and retain outstanding faculty, empower Blue Hen discoveries, enable a transformative campus, and more. The campaign helped establish several key programs such as the Graduate and the Honors Colleges, 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, the FinTech Innovation building, as well as the Whitney Athletic Center, among other strategic projects. On Oct. 7, 2021, President Assanis announced that, after achieving the original goal of *Delaware First* ahead of schedule, the University is extending the campaign and increasing the fundraising goal to \$1 billion. Fueled by the generosity of more than 108,000 donors—on campus and around the world—the momentous milestone was reached on December 21, 2022, well before the Campaign's scheduled end on June 30, 2023.

## 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; pipeline programs; and student life co-curricular programs. Increased undergraduate financial aid by 43% since 2016; and achieved record, all-time high enrollments in all categories of students (in-state, out-of-state, under-represented minorities, international, honors, graduate, and 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, and 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.

Those seeking 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.

Her appointment at UD follows a long and robust career at Notre Dame, where she served in several key leadership roles including vice president, associate provost and dean of the Graduate School. Carlson's primary research interest is spatial cognition – how we mentally represent the places and objects around us. Her work has been supported by grants from the National Institutes of Health and the National Science Foundation. She takes an interdisciplinary approach to her work, publishing with scholars across the fields of computer science, engineering, architecture and linguistics. Carlson is the coauthor of *Functional features in language and space: Insights from perception, categorization, and development*, published by Oxford University Press. Her research regularly appears in top leading refereed journals. She has served as associate editor for three premier journals in cognition. Carlson was elected to the governing boards of both the Cognitive Science Society and the Psychonomic Society, where she is past chair of the governing board. She was also elected a fellow of the Association of Psychological Science in 2012 and has received several teaching awards.

Carlson is a cum laude graduate of Dartmouth College with a special major in psychology of language. She received a Master of Arts degree at Michigan State University and earned her Ph.D. at the University of Illinois, Urbana-Champaign.

## 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 50 elected faculty Senators, each serving a three-year term, as well as the University President, Provost, Deans of ten disciplinary Colleges and Schools, the Vice President for Student Life, two librarians, and four student representatives. The Faculty Senate meets monthly during the academic year.

## Research and Innovation at UD

External funding for UD research has steadily increased during the past decade. In FY 2021, the University's total sponsored expenditures reached \$255.8 million, of which \$184.3 million was research expenditures.

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 180 companies, educational institutions, nonprofits and state governments to advance U.S. leadership in the development and manufacture of prescription medicines made 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 80 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 U.S., 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.

## Academics at UD

In 2017, the University announced a partnership with Class of 1965 alumnus Joe Biden, now president of the United States, to establish the Biden Institute, a research and policy center focused on developing public policy solutions on domestic issues ranging from economic reform and environmental sustainability to civil rights, criminal justice, violence against women, income inequality, the state of our democracy and more. In 2019, the University announced the creation of the Biden School of Public Policy and Administration as a standalone college.

In addition to a broad range of degree programs, the University offers a robust Honors College, which has earned a national reputation for both its rigor and creativity. Small courses allow Honors students to create meaningful relationships with professors, and interdisciplinary Honors curricula encourage course work both in and outside of students' majors.

Also noteworthy is UD's Associate in Arts Program (AAP) offered at three locations throughout the state, which provides a bridge from high school to baccalaureate studies on the Newark campus. Designed to be completed in two years, the non-residential program provides students from Delaware with an uninterrupted transition from the associate degree program to a bachelor's degree program on the Newark campus in the junior year.

Since 1921, UD has been accredited by the Middle States Association of Colleges and Secondary Schools. That accreditation was reaffirmed in 2021. In addition, professional accreditation is held in accounting, agricultural engineering/engineering technology, athletic training, business administration, chemistry, clinical psychology, dietetics, education, engineering, family and community services, medical technology, music, physical therapy, public administration, and nursing.

## University of Delaware Library, Museums and Press

University of Delaware 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, located 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 will also enable 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.