

# UNIVERSITY OF DELAWARE

## MAGAZINE

Volume 28 • Number 3

### TAKE NOTE

How to lead like a Blue Hen








Summer shadows fall on the Alumni Wall of Fame, located near Old College, between Alumni Hall and the Carpenter Sports Building (Little Bob).

Photo by Evan Krape





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PHOTO BY KATHY F. ATKINSON



# LETTERS

FROM OUR READERS

## RODNEY/DICKINSON REVERIES

*They remember the endless clatter of sleep-shattering trains—and the snug-but-cozy companionship of dorm-room living. They talk about the days of commons-area camaraderie—and the dear friendships that still endure. They speak of a home-away-from-home that spawned countless marriages, and soothed many a fretful freshman. Magazine readers were inspired by the last issue's feature on the demolition of Rodney and Dickinson dorms, and shared some of their favorite West Campus memories:*

"In a moment of youthful stupidity one day, we agreed it would be fun to 'borrow' the shopping cart from the Acme for the walk back to Dickinson, then adopt it as our dorm mascot. We named her Beatrice and were proud to show her off to our roommates when we returned. Beatrice was put to good use for dorm Olympics, including shopping cart time-trials in the hallways and creative shopping cart suspension in the stairwells."

**Barrie Smith Krantz, AS92, and Brian Stuart Krantz, EE92**, who met while living in Dickinson C/D

"Fondly called 'the Rodjects,' Rodney was a place that looked like a maze on the outside with small dorm rooms on the inside. While it was not always comfortable, it always felt like a community. The incoming kids today will never know both the struggle and fun of the Rodney dorms."

**Kiara Cox, BE10**

"I met my wife on Sept. 7, 1978, outside Dickinson F, where she lived. I lived in Dickinson E. We started dating on Sept. 9, and were married in 1984. We just celebrated our 36<sup>th</sup> wedding anniversary!"

**James R. Doherty, BE83**

## ALVIN TURNER'S IMPACT

Thank you for your article on Alvin Turner ("Our Shared Humanity"). I was so amazed by that story because it reminded me so much of my own. In most of my classes, I was the only Black female. In one class, a professor would say, "I don't know why so many Blacks are here. We don't really want them here."

But I was defiant that I wouldn't let negative comments affect me. In fact, I made it a point to be early every day after that. And I remember this older White woman was also very irritated by his comments. I heard her tell him after class one day, "Please don't say that. It makes me so uncomfortable." And after she spoke up, he didn't do it again.

I came up in a Black neighborhood. I attended a Black school. I had never been in a mixed environment until UD. And if it wasn't for another White woman, my adviser, I wouldn't have made it. I was the first person in my family to graduate from college, and she was the one who helped me get through.

I am so glad you wrote that story. Race is something we need to talk about, and I thank you for your article. I see nothing but good coming from it.

**Ivy Jones, BE85**



Read more fond memories at [udel.edu/udaily/udmagazine](http://udel.edu/udaily/udmagazine)

## IRON MIKE

I enjoyed the recent tribute to Lt. Gen. John "Iron Mike" O'Daniel. In



1956, I was a member of the 3rd Infantry Division at Fort

Benning, Georgia. We were invited to march in review for Gen. O'Daniel's retirement ceremony. Prior to the event, we received his biography. I was surprised to see his Delaware connection. I had recently graduated from Conrad High School near

Wilmington. We marched with fixed bayonets a tribute to his motto, "Sharpen Your Bayonets." The division sang, en masse, the song "We'll Follow the Old Man."

I could not have conceived that nine years later I would receive my Ph.D in

physiological psychology from UD, thanks to the GI Bill and a persistent and supportive mentor, Prof. W. L. Gulick.

Thanks for the Blue Hen Heritage.

**Wayne C. Patterson, AS62M, 65PhD**





# PRESIDENT

## SEIZING THE EMERGING OPPORTUNITIES OF 2021

What a challenging year this has been.

Eleni and I sincerely hope that you and your loved ones are safe and healthy as 2020 draws to a close. The novel coronavirus, which was virtually unknown a year ago, has deeply affected so many aspects of everyone's lives—our health, our economy, our society, our culture and the meaningfulness of our in-person interactions.

Yet, the challenges of 2020 also presented the University of Delaware with unique opportunities and quickened the pace of our ongoing change. We strengthened our online-education structures to develop innovative ways to teach and learn. Our distinguished scholars and researchers posed new questions to answer and uncovered enriching, intellectual territory to explore. We committed ourselves anew to increasing diversity and equity, ensuring social justice and serving the needs of our entire community. Indeed, our whole concept of “community” expanded as we all shared in the experience of a global pandemic.

In the years ahead, the forces that drove so much change in 2020 will continue to transform education, culture and work. New industries, jobs and fields of study are emerging rapidly and accelerating the demand for smart, creative people to solve complex problems with an entrepreneurial spirit. And the

increasing need for lifelong learning is fast replacing the “learn-to-work” pathway that once dominated higher education.

Here at UD, our innovative, flexible, on-demand, online platforms will continue to help us deliver the Blue Hen experience to more students of all ages around the world, as part of a growing digital education network. Still, we are reminded of the tremendous value of face-to-face education and the joy of a serendipitous conversation on campus that sparks a new idea or inspires a new perspective on the world. We are all looking forward to having everyone back on campus in the near future. As you well know, the friendships and long-lasting human connections that happen at UD add so much meaning to our lives, especially as they evolve in immersive, interactive, experiential learning environments.

While 2021 will no doubt present its own challenges to face and overcome, the opportunities ahead take on new meaning, powered by the resilience of our community to seize what's next: Possibility.

Dennis Assanis, President



# ON THE GREEN

News

from campus  
and beyond

## A Fall semester like no other

It began as a temporary spring precaution. It would morph into a months-long reshuffling of nearly every aspect of college life.

Indeed, the pandemic of 2020 has been a paradigm-shifting event for UD and the entire Blue Hen family, forcing a reordering of operations and a reaffirmation of purpose across the campus and around the nation.

That stark new world began to come into focus this fall, when UD decided to err on the side of safety and shift to a largely online semester. Swiftly, 4,058 (or 91%) of all undergraduate courses pivoted online. Residence halls opened with limited occupancy (about 1,300), so students could stay socially distant.

For nearly everyone, it was an unprecedented experience, a semester knitted together from home-computer connections in far-flung states. Still, Blue Hens worked hard to adjust and prevail: 2,100 faculty, staff and students managed to continue their on-campus research in fall 2020, fully two-thirds of the “normal” research population.

At the same time, pandemic reckonings were unavoidable: Even as UD’s proactive response kept the number of on-campus COVID-19 cases relatively low, the year’s disruptions have led to a gap between revenues and expenses of \$228 million to \$288 million, one that will



KATHY E. ATKINSON

be partly mitigated by cost-cutting measures, personnel reductions and extra help from UD’s endowment.

But plans for spring 2021 also offer some hope: The University aims to bring more students into the residence halls, with seniors and freshmen getting priority. UD will also ramp up testing from 1,000 tests/week to 4,000 in order to quickly identify COVID-positive individuals and support them appropriately. More face-to-face classes will be offered, while maintaining a mix of online and remote classes. Athletic competitions are also expected to resume, with a shortened schedule and elimination of air travel and overnight stays.



EVAN KRAPE

Students wear face coverings and sit at least 6 feet apart during the limited in-person classes held this fall.

“If we are united, if we are resilient, we are going to overcome this unprecedented challenge,” said President Dennis Assanis. “And we will re-emerge with new potential as a vibrant, engaged and thriving University.” 🐔

—Eric Ruth, AS93



# Blue hen in Chief

In the dramatic climax to a campaign portrayed (by both sides) as a battle for the soul of the nation, Joseph Robinette Biden, Jr., AS65, O4H, was elected 46th President of the United States. The results were announced on Nov. 7, exactly 48 years after he was first elected to the U.S. Senate in a campaign managed by his sister, Valerie, AS67, 18H.

Biden is scheduled to take the oath of office Jan. 20, though at the time of publication, the Electoral College had not yet cast its final votes.

For Biden, the race was the culmination of a political career that began with his election to the New Castle County Council in 1969, and quickly led to the U.S. Senate, where he would be re-elected six times. After bowing out of the 2008 presidential race, Biden served as the country's 47th vice president, under President Barack Obama. Some hoped his presidential aspirations would culminate in 2016, but Biden ultimately declined to run after his son, Beau, died at age 46.

Biden's wife, Jill, AS75, EHD06EdD, 10H, is also a Blue Hen, earning her bachelor's in English, doctorate in education and Honorary degree.

In his 2020 bid, Biden made history when he chose U.S. Senator Kamala Harris as his running mate, making her the first woman, the first African American and the first Asian American, on a major party presidential ticket.

As communications manager for the campaign, Biden chose fellow Blue Hen Bill Russo, AS09.

"The University of Delaware holds a special place in my heart," the president-elect said in 2018. "It

was here that I was inspired to commit to a life of public service. And it was here that I had great professors who convinced me I could make a difference."

Biden's ties to his alma mater remain strong. In 2017, UD established the Biden Institute, where scholars, activists, policymakers and national leaders address America's most pressing domestic policy problems. The following year, UD renamed its School of Public Policy the Joseph R. Biden, Jr. School of Public Policy and Administration.

Biden got his first taste for political affairs decades before, serving as president of his class and double majoring in history and political science. An avid athlete, he also played defensive back on the football team.

In his 2014 Commencement address, Biden credited his UD professors with making sense of the tumultuous 1960s. "They advised me, they challenged me, they helped me understand the change that was happening," he said.



EVAN KRAPE



COURTESY OF JEAN ECKRICH

Jean Eckrich, HS77, sports a UD sweatshirt while greeting Biden during the New Hampshire primary campaign.

.....  
"Most importantly, they argued that it was within our power to fix America because of the incredible foundation upon which this nation was built."

Biden was inducted into UD's Alumni Wall of Fame in 1984 and has spoken at four Commencement ceremonies (1978, 1987, 2004 and 2014). He was a featured speaker at the 2017 inauguration of UD President Dennis Assanis, and he frequently delights students with impromptu campus appearances. 🐔

—Eric Ruth and Diane Stopyra



# Perking up perkins (AKA “The scrounge”)



COURTESY OF UD DINING SERVICES

The Perkins Student Center dining space is getting a makeover. A new seating area was completed last summer, and additional upgrades will include movable partitions, 24/7 community spaces, rotating menus, partnerships

with local restaurants, and even an indoor-outdoor diner. Redesigned as a more collaborative, student-centric environment, the fully renovated space is expected to open in spring 2021. 🐦

## Gearing up for spring football

Even amid the pandemic, student athletes have been on campus, busy getting in shape. Soon, they'll even get a chance to compete.

The Fightin' Blue Hens football team will kick off an abbreviated season in early March, and will play six Colonial Athletic Association matchups and two nonconference games through spring. CAA competition concludes April 17.

During the season, student athletes



will avoid airline travel and minimize overnight stays.

Specific matchups were uncertain at press time, but nonconference games could be played as early as Jan. 23. Other fall sports have also been shifted to a spring schedule, and the Blue Hens men's and women's basketball teams were scheduled to begin their abbreviated season Nov. 25. 🐦

## new honors college

UD's Honors Program has been redesignated the Honors College, reflecting its growth, prestige, impact and future.

Established in 1976 as a yearlong program for outstanding high school seniors, the program has expanded tremendously over the past four decades. Today, it engages nearly 2,000 students and represents about 10% of the undergraduate population.

The evolution to Honors College reflects national trends for comparable programs and aims to enhance its profile, continuing a rich legacy of attracting UD's most intellectually driven students. 🐦



# turn, turn, turn

For 10 years now, it has stood high above Delaware's coastal dunes, turning to face the brisk ocean breezes through scorching summer days and the raging storms of winter.

But more than just electricity flows from UD's big wind turbine in Lewes.

Thanks partly to this 256-foot, 3-bladed beach-bound giant, UD has gained increasing influence as a leader in renewable energy research, and also found a "clean" way to fund

scholarships and support graduate students at the seaside campus.

Each year, the turbine has also produced enough electricity to cover the needs of the campus facilities and about 100 homes in nearby Lewes. And for the company that is partnering with UD on the turbine, it provides valuable data for future wind-farm efforts.

"It helps us to fine-tune the system. It allows us to do research to reduce costs, or increase accessibility of wind,"

says Gonzalo Palacio Gaviria, head of technical project management for Siemens Gamesa in North America, UD's partner in the project.

After 10 years of spinning, the 300-plus-ton monster has plenty of pep left: It's expected to keep putting out the power—and knowledge—for at least another decade. 🌊

—Eric Ruth, AS93

## UD WIND TURBINE SPECS

TURBINE MODEL:  
GAMESA

G90

3

NUMBER OF  
BLADES

144

FOOT  
BLADE LENGTH

20-30

YEAR EXPECTED  
LIFE SPAN

APPROX.

7

TON TOTAL  
BLADE WEIGHT

BLADE MATERIAL:

EPOXY  
REINFORCED WITH  
CARBON AND  
GLASS FIBERS

2

MEGAWATTS  
GENERATOR  
POWER

256

FOOT  
TOWER HEIGHT

203

TON  
TOWER WEIGHT

103

TON  
NACELLE WEIGHT  
(houses mechanical  
and electrical  
components)

100

HOMES  
in Lewes  
area and

5

BUILDINGS on  
UD's Hugh R.  
Sharp Campus  
ARE POWERED BY  
UD WIND TURBINE

9-12

REVOLUTIONS  
PER MINUTE

ROTATIONAL DIRECTION:

CLOCKWISE (from front)

To see a real-time readout of the power being produced by the turbine, visit [www.udel.edu/academics/colleges/ceoe/research/facilities-and-resources/wind-turbine/](http://www.udel.edu/academics/colleges/ceoe/research/facilities-and-resources/wind-turbine/)



# blue hens help chabad recover



EVAN KRAPE

The Chabad Center for Jewish Life on South College Avenue was severely damaged in a fire on Aug. 25. In hours, donations to the rebuilding effort had already surpassed its modest goals.

Rabbi Avremel Vogel has always sensed there was something special about UD, and something admirable about Delaware's people. Today, he has indisputable proof of that intangible spirit.

As the spiritual leader of the "Little Blue House" on College Avenue, Vogel has been praying for community and compassion since an arsonist destroyed UD's home-away-from-home for Jewish students in August. Already, donations from around the world have overflowed expectations, putting reconstruction on a far faster track.

Lifted by a philanthropic surge surpassing half a million dollars and almost a thousand donors, Chabad UD and its student "family" will be getting a bigger, better Blue House—one that's probably going to be more brick than blue, but will still stand on the same sliver of South College Avenue where it stood for 20 years. Vogel hopes to unlock the doors of a three-story

replacement by the end of 2021.

"People cared and people came together," he says. "It's comforting to me, and it reaffirms what Delaware is: If someone comes for you, you will have everybody behind you."

The house is unaffiliated with UD, and like other Chabad houses, it relies on community support. Known for hosting students each Friday night for a bowl of homemade chicken soup and freshly baked challah, it serves as a hub for socialization for a number of UD's 2,250 Jewish students.

While there is no indication Chabad was targeted because of its faith, its destruction was traumatic nonetheless. October's news that an arsonist also struck a Chabad in North Wilmington—one led by Vogel's father—only stoked fretful thoughts.

To fight that feeling, people chose action. Faced with evil, they countered with good.

"That blue building is a very special place for me," said Brian Aaron Meir, BE16, who is continuing his studies in a yeshiva in Israel. "I remember being a young college kid looking to find myself and walking in there almost every day."

"The UD Jewish community can come through this even stronger and more unified," wrote Alan Sweifach, a UD parent from northern New Jersey.

From the Pacific Coast, even the glitterati sent a wave of good vibes, with donations from *Friends* executive producer Kevin Bright to an anonymous Silicon Valley billionaire.

Such generosity certainly brightened the happy Friday night meals now being served (with a side of COVID precautions) in the Vogels' back yard, newly festooned with tent tops and folding chairs, and already infused with the homey warmth of well-used spaces.

"It wasn't all on me anymore, it was on all of us," Vogel says. "And that was very powerful." 🐦

—Eric Ruth, AS93

*"That blue building is a very special place for me. I remember being a young college kid looking to find myself and walking in there almost every day."*

—Aaron Meir Bursyn, BE16



# gecko stickiness

The sticky toes of geckos have inspired everything from next-generation Velcro to Superman-style suits that aid U.S. military personnel in scaling walls.

Now, their feet are also informing important research into the inner workings of human cartilage that cushions the area between bones and keeps them from grinding against one another.

Without cartilage, “you’re not walking,” says mechanical engineering associate professor David Burris. “You’re in tremendous pain.”

Through a grant from the National Science Foundation, Burris and his team have been looking into cartilage’s stickiness, building their own devices to take relevant measurements. They’ve discovered that cartilage sticks to other surfaces to the same degree that a gecko foot sticks to other surfaces.

On the reptile’s toes, millions of microscopic hairs act as individual springs, conforming to—and sticking to—whatever surface the gecko is exploring. The bumps on a rough piece of cartilage act similarly, conforming to an opposing cartilage surface one by one in the joint.

This research represents a breakthrough in a series of cartilage-related discoveries Burris’s lab has

been making over the last 10 years, discoveries that may one day lead to better-engineered, longer-lasting joint replacements.

“It’s one of the pieces to the puzzle,” Burris says. “Cartilage is an extraordinary material. We’ve been studying it since the 1930s, and we still don’t know how it does what it does.” 🐦

—Diane Stopyra



It’s one of the more interesting phenomena emerging from the coronavirus pandemic—the sense that days are blending together, that weekends don’t feel much different from the remote work week.

With a grant from the National Science Foundation, Philip A. Gable, associate professor of psychological and brain sciences, has been monitoring the emotions, perceptions and behavior of Americans during the pandemic. Using a phone application that allowed about 1,000 survey participants to document their responses, it quickly became clear that American’s internal clocks were going haywire.

Early in the pandemic, people felt an overwhelming sense that time

## That Blursday Feeling



was dragging, and it was tied to their emotional state. People felt nervous and stressed out, says Gable, and that led to the feeling that time had slowed

down. However, as the pandemic wore on and people became used to the “new normal,” they started to experience more positive emotions and they began to feel time going by faster.

But when time is going slowly, then suddenly speeding up again, it can be disruptive and leave a lingering sense that something is off, that our flow of days is not normal.

“One of our strongest senses of time is the cycles we go through, and a lot of that has to do with our daily routines that have been completely disrupted by COVID,” says Gable. “We still have night and day and the seasons, but we’ve often completely lost our typical workday-weekend designations.” 🐦

—Peter Kerwin



PHOTO BY MARK JOLLY

# AW SHUCKS

*FROM THE BAY TO THE BAR*  
**DELAWARE OYSTERS MAKE  
FRIENDS, FOES AND FORTUNES**

by Eric Ruth, AS93



PHOTO BY LISA D. TOSSEY



**Y**ou have to feel a touch of pity for the poor little Delaware oyster—so dutiful and efficient, so tasty and briny, yet still so deeply despised by many a squeamish diner.

Even oyster fans find it hard to envy the bivalve's grim existence: Year after year, through lashing snow squalls and roasting summers, they squat gracelessly in the murk of some tide-ruffled bay, hoovering bits of passing plankton. There they sit, and eat and eat, disinclined to budge until the day they are snatched from bed, plopped onto a plate, and swallowed whole—preferably with a touch of lemon and a frosty ale.

But there is glory in their naked sacrifice, and a brilliance to their brainless form. The humble oyster sustains us, in so many ways.

During its stay in the bay, just one oyster can filter thousands of gallons of nutrient-choked water, boosting an ecology that has long been desperate for a good scrubbing. Nearby, other species and even the surrounding aquatic vegetation grow healthier in its presence. And even after being unceremoniously hauled to land, the oyster will attract a gaggle of admirers—seafood purveyors, worshipful chefs, ravenous diners—who rejoice at its homely beauty, and profit from its bounty.

In a way, these gender-fluid, facelessly forlorn critters stand as the unspoken heroes of a story that emblemizes Delaware's ecosystem, embraces its past and now offers a ray of hope for its future.

That's certainly the way Ed Hale and his team see it. For the past couple of years, the 35-year-old marine advisory specialist and his Delaware Sea Grant colleagues have been waging a waterborne, grassroots campaign to revive Delaware's oyster, once adored by bivalve slurpers up and



PHOTO BY MARK JOLLY

**JUST ONE ADULT OYSTER IS CAPABLE OF FILTERING 50 GALLONS PER DAY. THAT MAKES THEM A SOLUTION FOR DELAWARE'S POLLUTED BAYS.**

In a pre-pandemic photo, Delaware Sea Grant Fisheries and Aquaculture Specialist Ed Hale (above left) helps oyster grower Mark Casey turn bags containing young oysters being grown in Indian River.



ILLUSTRATION BY JEFFREY C. CHASE, A\$91



down the coast—until nearly disappearing in the face of human despoilment, greedy harvesting and insidious diseases.

With the help of special-built cages and no small amount of scientific savvy, Hale and his team are aiming to bring those good old days back. This time, they hope it's for keeps.

So do the communities along the coast, where memories still live of the days when wild oysters filled these waters—layering the

Hale and Casey pull up boxes of young oysters growing under Casey's dock at his Millsboro property (top). Algae and other marine organisms use oyster aquaculture cages, bags and other equipment as additional habitat (bottom).

acreage to potentially yield \$1-\$2 million in annual oyster sales, create 100 full-time jobs and filter 20-48% percent of the bays' water each day.

The Delaware Sea Grant College Program, a federal initiative based at UD, has stood behind the farmers the whole time, lending its support and encouragement to fledgling businesses, gauging the preferences of finicky consumers, and even serving as an unofficial market-maker between farmer and consumer. Oyster efforts are rooted in Delaware Sea Grant's longtime mission: To promote the wise use and conservation of marine and coastal resources through research, education and outreach activities that benefit the public and the environment.

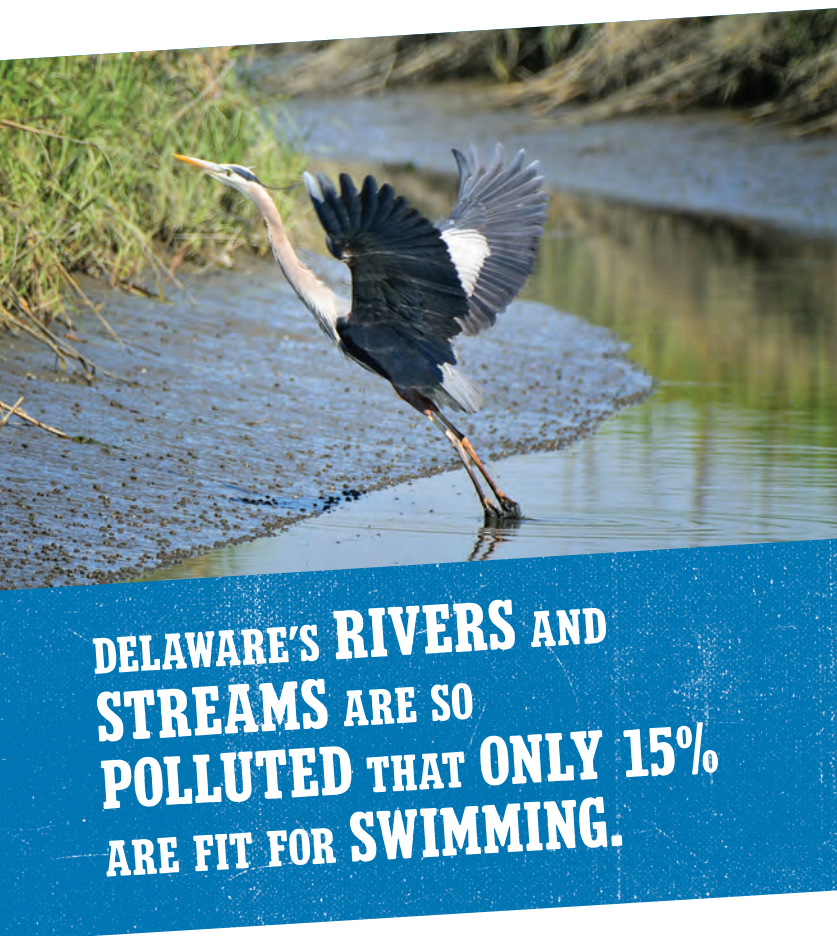
Today, there are six UD-supported farmers and growing operations—from retired engineers to former schoolteachers—who motor day after day to their plots staked out on Delaware's broad Inland Bays. Already, a handful of commercial enterprises have been born: Delaware Cultured Seafood's "Delaware Salts" are gaining some local fame, and the Rehoboth Bay Oyster Co.'s beauties are bagged up and ready to slurp at its recently opened Rehoboth Beach store.

"We've definitely seen an increase in farmed oysters from Delaware being available at restaurants from Hockessin to Dewey Beach," Hale says. "My sister actually saw them in New Jersey, so they've been going out of state as well."

Thanks to UD, the potential allure has been systematically assessed: In Sea Grant-funded research, UD marketing scholar Kent Messer has found that 28% of Delaware consumers say they would pay a higher price for a local product that's branded with a Delaware "Inland Bays Oysters" logo. "The farmers took a lot of lessons from that marketing study," Hale says. "They're kind of running with it now."

And there's also the Delaware oyster's most important asset: A taste perfectly suited to today's preference for smaller, brinier oysters. "It's not as metallic tasting as some oysters can be, and they have a bold upfront, salty finish," Hale says.

Yet it still has been a choppy journey, one vulnerable to evolving ecosystems, unpredictable markets and well-entrenched competition—even before the pandemic so rudely interrupted. "The bigger outfits in Virginia and Maryland are just ahead in the game, and they know what to do," Hale says. "So, you have high competition, and a steep learning curve—you need about a \$50,000 initial investment just to get started."



**DELAWARE'S RIVERS AND STREAMS ARE SO POLLUTED THAT ONLY 15% ARE FIT FOR SWIMMING.**

Delaware Bay and its brackish backwaters, providing the mountains of crushed shells that once paved Southern Delaware driveways, and filling the bushel baskets that fed so many struggling families.

"There were millions of bushels harvested in the late 1800s," mostly out of the Delaware Bay by boats heading out from Leipsic, Port Mahon and New Jersey," says Hale, EOE12PhD. "It was a monster fishery that supplied Wilmington and Philadelphia with a lot of oysters."

For years now, Delaware has stood as the only East Coast state without a well-established oyster aquaculture fishery, even as the wild oyster struggled to endure. Prospects brightened when the state loosened restrictions in 2017, opening access to enough Inland Bay





PHOTOS BY MARK JOLLY

**"THERE WERE MILLIONS OF BUSHELS HARVESTED IN THE LATE 1800s. IT WAS A MONSTER FISHERY THAT SUPPLIED WILMINGTON AND PHILADELPHIA WITH A LOT OF OYSTERS."**



Delaware Sea Grant staff (foreground) measure oysters grown by two start-up farming companies: Delaware Cultured Seafood and Tower 3 Oyster Company (employees in background). Sea Grant pitched in to support the farmers as part of a coronavirus rapid response effort that aimed to offset the economic impacts of restaurant closures.

# A STORIED HISTORY



**MARKET WATCH** In 1914 and through the late 19th century, fish markets like Reck and Gunning on Dock Street in Philadelphia were supplied in part by an armada of oyster boats that set forth from Delaware towns along the broad bay to the south. Disease and overharvesting soon took their toll, and by the middle of the 20th century, the once-plentiful supply was dwindling fast.



**A HULL OF A STORY** The oyster boat *Annie Shillingsburg* headed out into the Delaware Bay from its home port in Leipsic, Delaware, through the 1950s. She was part of a long oystering culture that stretches back to before Delaware's Colonial times, and UD has been involved in the fight to save the oyster since the 1950s.



**PEAK HARVEST** Crewmen of the oyster schooner *Doris* stand proudly on deck in 1924, a time when Delaware's fishery was thriving, reaching its production peak in the post-World War II years. That ended with the arrival of the protozoan parasite called MSX, which devastated 95% of the "crop." In 1990, another parasite would arrive.

PHOTOS FROM TOP TO BOTTOM: COURTESY OF PHILADELPHIA HISTORICAL SOCIETY; COURTESY OF DELAWARE PUBLIC ARCHIVES



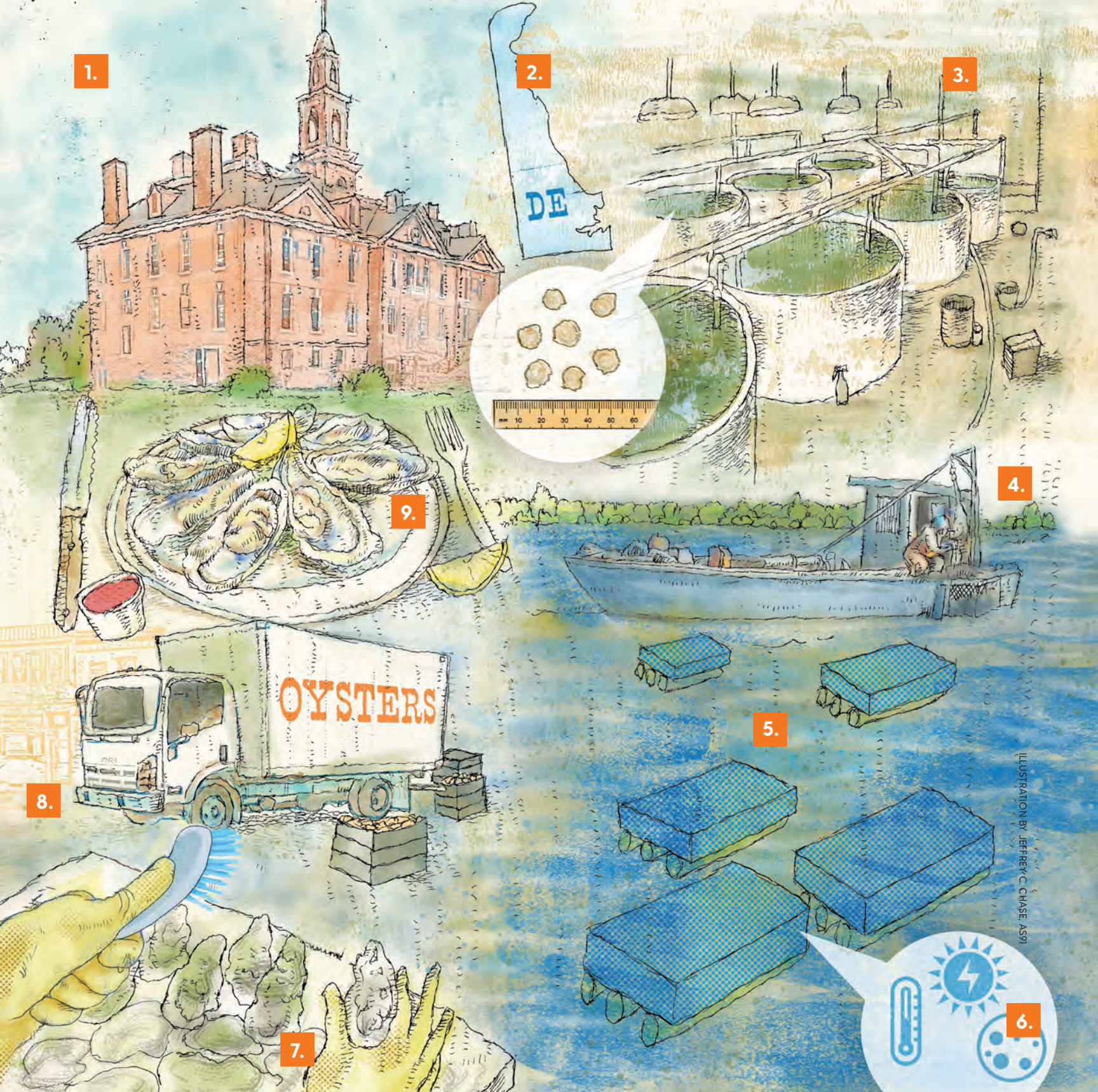


ILLUSTRATION BY JEFFREY C. CHASE, AS91

**JOURNEY OF AN OYSTER** 1 Farmer asks state if he or she can lease a five-acre plot (of 343 available acres) in Rehoboth Bay, or the Indian River Bay, south of Rehoboth Beach. 2 State of Delaware then hosts a lottery system to allocate (i.e. lease) the plots to the interested farmers. 3 Farmer buys baby oysters (disease resistant strains from hatcheries such as Rutgers and Hooper's Island, MD). They are then about the size of an eraser head, 10mm. 4 Farmer transports oysters by boat to five-acre "plot" and "plants" now-juvenile oysters in submerged cages. 5 Over the next 18 months or so, farmer must head out several times a week to tend to them: Prune and spray shells with water to remove algae, then tumble them through something like a concrete mixer (on the boat) to help deepen the cup of the oyster. 6 Meanwhile, threats lurk: Harmful algal blooms, problems with environmental water quality, temperature and ocean acidification, all of which UD research can help identify and treat. 7 When harvest time comes, farmers haul out the cage, bring to shore, tumble and spray oysters with water jet, and then sort them by size. 8 Then they're loaded into boxes of up to 100 oysters and trucked to restaurants, usually the same day. 9 Dinner is served!



Some of farmers' basic training comes free, courtesy of Sea Grant forums that are laced with a helpful dose of reality: It can take two years before the first harvest is ready, and farmers must devote at least three days each week tending their crop, repeatedly hauling out the young oysters to be scrubbed, tumbled and pruned of algae.

"On five acres, they can make money, but profit margins are function of work input," Hale says.

Former postal worker Steve Friend and his wife, Shelia, can tell you all about that. As the Lewes-raised son of a devoted amateur clammer, he caught the oyster farming bug after enduring one-too-many "honey-dos" after retirement. But the most compelling motivation was the grim statistics he read about Delaware's rivers and streams, still so polluted that just 15% are fit for swimming.

"That really hit me in my heart," says the Georgetown resident, who tends a crop of 275,000 Rehoboth Bay oysters. "I asked myself, 'What can I do to help clean it up?' I was the fourth person that got a permit and the third person that got oysters in the water. It's hard, but I think it's worth it in the long run.

"Now the state needs to do more to get the word out—that we grow oysters here."

He and Shelia regularly hit the roads of Delaware, popping into restaurants to hand out business cards and offer free tastings. "You know how many responses I got from people? Zero. Where are all the people who say they want to 'buy local'? It's like they're afraid of them."

That's the kind of dry-land challenge Delaware Sea Grant has been doing a lot to help with, he says. Turning his expertise in experimental economics toward the problem, Messer found that a solid subset of consumers are willing to pay more for "local" oysters. And while infrequent oyster consumers were drawn to oysters labeled as "wild-caught," experienced oyster consumers preferred oysters raised via aquaculture, Messer discovered.

Ultimately, the effort gave rise to a splashy logo and tagline, aiming to enhance Delaware's visibility. "It's colorful and it makes an impact. The tagline—a Southern Delaware Delicacy—really resonated," Messer said.

The oyster's still-unrealized potential should be enough to encourage legislators to support further expansion, Messer believes. In the meantime, UD researchers are continuing their push, working to identify additional suitable species, exploring ways to "purge" oysters of any contaminants, and taking steps to expand aquaculture into the Delaware Bay.

But the biggest challenge—to the farmers, to Delaware Sea Grant and to UD itself—has been the ongoing economic malaise brought on by the pandemic. "Most of our farmers were still developing their initial crop of oysters when COVID hit," Hale says. "Now, they're facing a wall, asking, 'Where do I go with my oysters?' This is the next hurdle for them in the business venture." 🐦

PHOTO BY MARK JOLLY



## INLAND BAY ACREAGE HAS THE POTENTIAL TO YIELD \$1-2 MILLION IN ANNUAL OYSTER SALES.

### ABOUT DELAWARE SEA GRANT

The Delaware Sea Grant (DESG) College Program helps people wisely use, manage and conserve Delaware's valuable marine and coastal resources. This is achieved through an integrated program of research, education and outreach built upon active partnerships with state and federal agencies, local businesses, nonprofit organizations and community members.

Whether educators, communicators or extension agents, DESG staff and the researchers supported by the program conduct their work on local issues within the four focus areas of the National Sea Grant College Program:

#### Healthy Coastal Ecosystems

Protecting and restoring Delaware's environment and the valuable natural resources it provides

#### Sustainable Fisheries and Aquaculture

Advancing sustainable commercial fishing in Delaware's waters and fostering local aquaculture

#### Resilient Communities and Economies

Helping Delaware communities prepare for the changing environment and economy

#### Environmental Literacy and Workforce Development

Training and supporting the next generation of environmental and scientific leaders 🐦





# RULING THE ROOST

## BLUE HENS LEAD THE WAY

**T**he events of the past year have tested us, but also taught us something: Leadership matters.

It surely matters when our health and livelihoods are put in peril by a stealthy virus. It matters when millions are marching for an elusive justice. Leadership matters today, and on into our future, maybe now more than ever.

So in a way it's possible to look at the chaos 2020 has wrought and also see it as a moment of new possibilities: Times of great change quite often provide the momentum for those needed leaders to emerge, and for 277 years, UD has been a place where tomorrow's leaders are nurtured—whether it's the presidential aspirations of our alumni, or one of the many freshly minted UD graduates who are already building their own businesses.

And this nurturing continues, even amid remote circumstances. From the academic major in organizational and community leadership to the Siegfried Entrepreneurial Leadership Program, students here are taught the subtleties of effective leadership, and the responsibility of creating change, well before their first real jobs.

In class after class, lab after lab, the ultimate lesson is plain: Leadership is something that can be taught, and shaped, and shared. Leadership, it's clear, has always been an essential element of the Blue Hen DNA.

Over the next pages, we'll explore a few of the ways that's true.







## THE LEADERSHIP LESSON

Jordan Heydt still thinks about the early days of her freshman year, feeling alone among thousands, wondering if college would always seem so intimidating.

Then she decided to give the Blue Hen Leadership Program a try and hasn't looked back since.

For Heydt, EOE21, AS21, and hundreds of other Blue Hens, UD's unique certificate program has meant the difference between wallowing in uncertainty and striding confidently toward their academic and professional futures. Step by step, year by year, this 10-year-old program pushes students to adapt to new people and confront tough problems, giving them life skills (and resumé boosts) they never expected to find in college.

The program is based in the belief that leadership can be taught through six key areas: Personal leadership, organizational leadership, communication, diversity and inclusion, community engagement and management. In a way, it serves as a bridge from one world to another—from a teenage mindset to the steady confidence of a young professional—at an age when many people are standing perilously between the two.

Along the way, participants gain even more: They speak of a newfound confidence, a willingness to stand up and take action. They are taught to look within themselves and find purpose and poise. They sit through training sessions and work beside older students eager to serve as mentors, then take their newfound skills into the community, where participants are challenged to help nonprofit and small-business partners improve their own processes.

Such growth means uncovering latent strengths,



JESSICA EASTBURN

Members of the Blue Hen Leadership Program meet, pre-COVID.

but also confronting personal weaknesses, says program veteran Ron Phillips, AS18, now a second-year medical student at Brown University.

Today, the Blue Hen Leadership Program reaches more than 3,000 Blue Hens annually, and its yearly Change Makers Leadership Conference attracts 500 attendees.

"One of the greatest aspects of my job is when alumni reach out and say, 'I got my job because I talked about my experiences with BHLP,'" says Susan Luchey, who oversees the program. "This program's pay-off is being felt in our communities every day." 🐔

—Eric Ruth, AS93



IN THE PAST 8 YEARS, BLUE HEN  
LEADERSHIP PROGRAM STUDENTS  
HAVE COMPLETED MORE THAN

200

PROJECTS FOR LOCAL  
NONPROFITS.





# LENDING A HAND

## LEARNING TO LEAD FOR THOSE IN NEED



LEND trainees are matched with a family and embedded in their lives. David Cavagnino is pictured here with the Cole family.

..... try, there is no way to teach these skills except for experience,” says Cavagnino, AS10, HS16M, 17DPT. “As a physical therapist who works with people in different age groups and with different cognitive and developmental differences, my effectiveness is directly tied to my ability to relate to patients and their families, and the community resources to which I can connect them. LEND gave me that capability.”

Crafted to supplement students’ primary areas of study, from Nutrition to Special Education to Speech Language Pathology, LEND gives enrollees a chance to learn from leaders, both in the classroom and in the field. Short for Leadership Education in Neurodevelopmental and Related Disabilities, the federally-funded LEND program is open to professionals and pre-professionals alike, and is overseen by UD’s Center for Disabilities Studies.

In one key component of the program, enrollees are matched with a family and embedded in their lives, giving them an intimate insight into their everyday experiences.

“The sense of connection I felt is something I try to recreate in my work as a physical therapist,” Cavagnino says. “Often, I spend more time with my patients than any other medical provider, and I find myself pulling in and coordinating additional providers and resources. An effective leader in my field acts as a guide through ‘the system’ that can just as easily frustrate as empower.” 🐦

—Eric Ruth, AS93

**I**t all comes down to empathy and advocacy.

That’s the lesson Dave Cavagnino took away from the leadership training he received at UD’s “LEND” program, designed to enhance the ability of health care professionals to support patients and families coping with developmental disabilities.

“As hard as many institutions

**LEND alumni share the most important skills for working with people with disabilities.**

### 66 EMPATHY, FLEXIBILITY AND

**OPTIMISM.** Empathy allows me to understand that a family is facing things I may not even know about and extend compassion; flexibility allows me to change plans when needed and let my students and their families lead the direction of their treatment; and optimism helps me offer support and encouragement honestly and hopefully. 🐦🐦

*Kathleen Becker, AS18, speech-language pathologist for Delaware Autism Program*

### 66 PATIENCE AND COMPASSION.

I see many children with autism, and these skills go a long way toward ensuring that parents are more open and relaxed. It also creates a bond between myself and the child. 🐦🐦

*Oshay Johnson, HS13M, pediatric dietitian at Children's Hospital of Philadelphia*

### 66 It all comes back to **EMPATHY AND ADVOCACY.**

Empathy allows you to meet the patients and families where they are, obtain their trust, and guide them to a better situation. Community advocacy is required to make sure that resources are not only available but actually provided to the people who need them. 🐦🐦

*Dave Cavagnino, AS10, HS16M, 17DPT, physical therapist at Fox Rehab*



# Leading—and Working—in THE FUTURE

**D**ata, technology and digital innovations are driving the fourth Industrial Revolution, transforming work as we know it. As the world evolves at an increasingly rapid pace, we must all refresh our skills and stay current on new and growing technologies.

But how?

After conducting research on the future of work by organizations

including McKinsey, National Association of Colleges and Employers, World Economic Forum, Burning Glass, Strada Educational Network and Institute for the Future, two main categories emerged.

First are the human skills that will help workers manage rapidly changing environments and business models, innovate and create new services and products, and

collaborate with colleagues across the globe. Of course, these soft skills go hand-in-hand with the technical skills that help employees perform new services, create and improve products, and update business models.

To successfully “reskill,” workers must maintain a commitment to continuous learning, seek out new opportunities and adapt. There is overwhelming importance in saying “yes” to new experiences and projects, even (or perhaps especially) those outside your comfort zone. Breaking out will offer the chance to build additional competencies, gain knowledge, make connections, stay relevant in the workplace and create new pathways for professional success.

Through crises comes opportunity. The leaders of the future understand that the world is always changing, and that these unprecedented times require proactive investments in our strengths and skills. 🐦

—Nathan Elton and Jill Gugino Pante



**Nathan Elton** is director of UD's Career Center.



**Jill Gugino Pante** directs Career Services for the Lerner College of Business and Economics.

## SKILLS & KNOWLEDGE

### AREAS FOR THE FUTURE OF WORK



HIGH-LEVEL HUMAN (SOFT) SKILLS	TECHNICAL SKILLS
Adaptability & Agility	Advanced Analytics
Collaboration	Artificial Intelligence
Communication	Blockchain
Creativity	Cloud Computing
Critical & Analytical Thinking	Data Visualization
Curiosity	Digital Design
Diversity & Cultural Competence	New Media Management
Emotional Intelligence	Project Management
Persuasion	Software Development
Problem Solving	UX Design



# CULTIVATING GREATNESS —IN EVERYONE



**I**nclusive leadership, at its core, is about fairness and talent. It's asking the question: "Does everyone in my organization have the same opportunity to be great?"

The problem, as Quinetta Roberson Connally has found after 20 years of management research and corporate consulting, is that businesses often view diversity, equity and inclusion (DEI) as disconnected from mission—just some "kumbaya, squishy, feel-good stuff."

It needs to go deeper than that, says Connally, BE92, a management professor at Michigan State and an expert on leadership, talent management and DEI. Diversity should be in a company's DNA.

That's why she wastes no time when meeting with those in the C-Suite. "Let's start with money," she says, and asks for company goals. The answers she hears are often the same: grow market share, increase grant funding, hit earning targets. "Okay," Connally replies. "Now how do people factor in?"

Diversity is about people. The people brought in and the ones left out.

And when people like Wells Fargo CEO Charles Scharf say, "The unfortunate reality is that there is a very limited pool of Black talent to recruit from," as he did in a June 18

company memo announcing diversity initiatives, Connally can't help but roll her eyes.

"The pipeline argument is so played out," she says. "What that really means is there's no diversity in my pipeline."

One solution Connally offers companies is to send job announcements to at least one Historically Black College and University. Look in new places, she argues, and you'll see new things.

As an example, Connally recalls her days as a Cornell professor, when investment banks began recruiting fewer finance students and more engineering students, who brought new approaches to critical thinking and problem solving. Engineering programs also happened to be more racially diverse.

And inclusive leaders benefit from a diversified workforce through greater innovation, higher productivity, increased market share, expanded grant funding and surpassed earning targets. It's the stuff of C-Suite dreams.

"But do companies view DEI as a business imperative, or a standalone thing?" Connally asks.

For an answer, she looks at the composition of a whole organization. Hospitality industries, for instance, are incredibly diverse—but concentrated among the cleaning staff.

Likewise, chief diversity officers have grown in the past year, following George Floyd's murder and amidst nationwide cries for racial justice. "But the positions are often 'ghetto-ized,'" Connally says, "without the power or resources needed to affect change."

Then, there are companies that put DEI initiatives on

## HOW TO BE A MORE INCLUSIVE LEADER

Inclusive leaders are often curious and empathetic, with a high emotional intelligence. But those personality traits and characteristics are harder to cultivate than actual, specific behaviors, says Quinetta Roberson Connally, BE92, who offers the following tips:

- **Recognize and value differences among your team.** Find differences in thinking, learning and doing, and then ask, "How can I use those differences to make us better?"
- **Encourage voice, even if it's divergent.** Good leaders develop

a basis of trust to have honest conversations with their team.

- **Create an environment where people can be authentic.** As a leader, be candid, accessible and occasionally vulnerable. Employees should know "we're in this together." 🐦





## AT THE (HEAD OF THE) TABLE

Do some people have to work twice as hard to get half as much? When it comes to the makeup of corporate boards, that proverb of discrimination rings fairly true.

New research by UD Prof. Laura Field has found that a White male director with past chairman/lead director experience was 10.5% more likely to be appointed chairman or lead director of one of the four major committees (audit, compensation, governance and nominating), while a woman or racial minority with the same experience was only 6.1% more likely to be chosen.

“Although diverse board representation has increased [over the past 20 years], diverse directors are significantly less likely to serve in positions of leadership,” she and her colleagues wrote in a recent journal article, “At the Table But Can’t Break Through the Glass Ceiling,” published in the *Journal of Financial Economics*. “This is despite diverse directors being more likely to possess stronger qualifications.”

To reach this conclusion, Field and her team studied a large sample of directors on U.S. corporate boards from 2006 to 2017, examining 2,254 unique firms, 126,044 individual board members and 19,686 individual directors.

Diverse directors were highly qualified, they found, possessing a greater number of professional credentials, more extensive service on outside boards and other firm committees, and with larger professional networks than their White male counterparts.

“Nonetheless,” says Field, “women and minority directors were significantly less likely to be appointed to board leadership roles.”

Biases partially explain the leadership gap, she says, and policy solutions can help close it. Firms with diversity policies that consider race and gender in their board nomination policy were more likely to have diverse directors serving in leadership roles, as were firms with a diverse director on the nominating committee. 🐦

—Artika Rangan Casini, ASO5

their Black employees, tasking them with more work and the emotional labor to “fix racism,” and ultimately reinforcing the very inequities organizations are hoping to change.

And so, these days, as company after company calls Connally for DEI training and support, she finds herself dialing them all back.

“What does this work look like in the end?” she asks them. “How do you want to transform the structure and culture of your organization? What resources are you willing to put into this effort?”

Or is inclusive leadership not really the goal? 🐦

—Artika Rangan Casini, ASO5

## “DOES EVERYONE IN MY ORGANIZATION HAVE THE SAME OPPORTUNITY TO BE GREAT?”

—Quinetta Roberson Connally



PHOTO BY KATHY F. ATKINSON





# BUILDING YOUR CORE

Good leadership requires Confidence, Optimism, Resilience and Engagement.

All four elements work together, says Prof. Anthony Middlebrooks, who directs UD's Siegfried Leadership Initiative in Horn Entrepreneurship. "When you are confident, you see the world and your success in more positive terms. When you are optimistic, you see more possibilities. And the more you engage and succeed, especially after a few failed attempts, the greater your sense of resilient confidence."

Here, Middlebrooks shares his (condensed) quiz for finding and assessing your CORE. To complete, rate yourself on the following statements on a scale of 1 (not at all) to 5 (a lot).

<b>CONFIDENCE</b>	1. When facing a new task, I know that I will succeed	1 2 3 4 5
	2. For nearly every task, I put in my best effort	1 2 3 4 5
	3. I do not let fear influence my efforts	1 2 3 4 5
<b>OPTIMISM</b>	4. I will attain the goals I have set for myself	1 2 3 4 5
	5. When dealing with a difficult situation, I take a positive outlook	1 2 3 4 5
	6. My success is due to my effort and skill	1 2 3 4 5
<b>RESILIENCE</b>	7. When I encounter setbacks, I generally find ways around them	1 2 3 4 5
	8. When I fail to do something well, I want to try again and do it better	1 2 3 4 5
<b>ENGAGEMENT</b>	9. I integrate new experiences and ideas into what I already know	1 2 3 4 5
	10. I reflect and learn from what I experience	1 2 3 4 5

Where do you score the highest and lowest? Read on to learn more about your CORE strengths and weaknesses and how to maximize your leadership in those areas.

**CONFIDENCE** is your ability to learn, adapt and succeed. When you are confident, you are not fearful that other perspectives will undermine your leadership; you do not need to take credit for new ideas nor be the center of attention and information. Confident leaders maximize the value their team can offer, which in turn results in everyone's collective success.

**OPTIMISM** is the ability and tendency to see the best in yourself, in others and in every situation. People want to work with leaders who make them feel good and bring out their best. Optimism is also a reinforcing cycle between what you see and what you believe. The more you highlight the positive and the possible, the stronger you'll be in searching out the best in any situation.

**RESILIENCE** is your ability to withstand and recover from difficulties. A resilient leader not only springs back, but also leaps forward, using setbacks to advance an organization. The cliché of seeing every challenge as an opportunity reflects the interplay of optimism and resilience. Although no one wants to fail, these moments of failure hold great value in teaching us what went wrong and how we can do better.

**ENGAGEMENT** is key to connecting with others and one of the most powerful tools in your leadership toolbox. For leaders, engagement promises the binding of your attention, involvement and enthusiasm. Positive engagement means that you initiate and participate in ways that add value, while critically and carefully integrating new information into your understanding.

CORE assessment adapted from Middlebrooks, A., Allen, S., McNutt, M., & Morrison, J. (2019). *Discovering Leadership: Designing Your Success*. Thousand Oaks, CA: Sage Publishers.



## BOOKS TO READ FROM THOSE WHO LEAD

### LEADERS EAT LAST BY SIMON SINEK

The book correlates well to work and personal life. It speaks to what matters to people, how to treat people and ultimately, what inspires people. Very important components for leadership.

**Dee Anthony Ridgeway, BE98**, chief data and analytics officer for Predictive Analytics Group

### DARE TO LEAD BY BRENÉ BROWN

I love this book because it teaches the importance of embracing vulnerability and leading with self-awareness and courage.

**Tanya Bakalov, BE04**, CEO and founder of HelloTeam

### LEADERSHIP FROM THE INSIDE OUT BY KEVIN CASHMAN

A great practical and reference guide to the meaning, skills, tools and practices of leadership.

**Charlie Horn, AS75**, co-founder of Horn Entrepreneurship at UD

### THE FOUNDER'S MENTALITY BY CHRIS ZOOK & JAMES ALLEN

I so connected with many concepts within this book, which have supported our success, especially the idea of an Insurgency when setting a Bold Mission with a Limitless Horizon.

**Robert L. Siegfried, Jr., BE81**, CEO and founder of The Siegfried Group, and founder of the Siegfried Initiative for Entrepreneurship Leadership at UD



# FOWL TIPS

## DIGNITY MATTERS

I coach senior leaders in higher education and academic medicine and have found many ways in which leaders are taking positive actions during this very tough time. Here's an example from an institution with numerous problems—financial concerns, poor faculty and staff morale, unaddressed student behavioral issues. The list went on. Yet the president made it a priority to improve bathrooms across campus. Most were deteriorating and not well maintained. This president's belief was that basic dignity spoke volumes for how people experienced their work environments. Having clean, updated, well-maintained and, as much as possible, beautified bathrooms sent a message that the university cared for basic human dignity. Some groaned at the decision, saying that valuable resources could be better spent in other places. But the strategy worked. The main thing to remember in this trying time is: Sometimes you have to look at what people aren't complaining about to know where to focus, and then provide things they don't realize they need.

**ROB KRAMER, AS92**

## VALUE YOUR TEAM

Be the kind of leader you needed. I once had a boss who constantly made me feel inferior, like he had all of the answers. I already knew he was much more experienced, but I wanted to feel like a member of the team regardless. People want to feel valued. When it feels like you can't make decisions and make mistakes and learn and grow, how can we elevate others and give them the confidence they need to be future leaders themselves?

**COURTNEY AZOULAY,  
EHD06**

## BLUE HENS SHARE LESSONS LEARNED FROM TOUGH TIMES AND BAD BOSSES

## TIMING

I had a manager who liked to call me at 5pm on a Friday to talk about negative things. It would ruin my whole weekend and on Monday morning, when I woke up, I had a pit in my stomach at the thought of going into work. I vowed that I would never do that when I became a manager. I learned that unless it's an emergency that needs immediate attention, IT CAN WAIT UNTIL MONDAY!

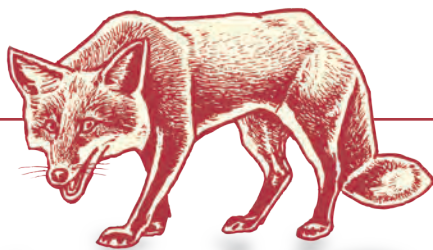
**CHRISTINA SANTORO, BE93**

## DO UNTO OTHERS

I'm lucky to have had amazing bosses for most of my career. I still keep in contact with most of them and am so grateful for their lessons. Unfortunately, at a previous job, one supervisor created the worst and most toxic work environment. This person micromanaged in hopes of finding mistakes, spread rumors, belittled her team and only seemed happy by making subordinates feel miserable. My coworkers and I bonded and even created an unofficial happy hour support group. They got me through dark times and reminded me of my worth when I felt beaten. My positive supervisors are the reason I have continued to advance; the negative supervisor is a reminder of how I will never treat my employees or any other human being.

**LOREN SULLIVAN, AS06**





# A SHADOW OF ONE'S SELF

## WHO KNOWS WHAT TRAITS LURK WITHIN?

In our workplaces and in our lives, we all boast strengths—traits that can equip us well for working with and leading others. But to Steve Mortenson, associate professor of communication, those strengths can be accompanied—and sometimes distorted—by their own shadows. Ambitious go-getters, for example, can also be prone to becoming work-a-holics, exposing a darker side to an otherwise laudable trait. So relish your strengths—but beware of their shadows.

### HELPER —VS— DRUDGE

Altruistic, empathetic, compassionate; puts others first

Overwhelmed, resentful, taken for granted



### CREATOR —VS— VICTIM

Original, authentic, passionate

Overly sensitive, disdains convention



### HERO —VS— SADIST

Courageous, commanding, takes action

Uses confidence to intimidate or blame; uses truth to wound

### PEACEMAKER —VS— AVOIDER

Inclusive, flexible, accommodating

Sacrifices to keep peace; procrastinates

### FRIEND —VS— SIDEKICK

Loyal, steadfast, trustworthy

Emotionally needy; aggressive with critics



### MONARCH —VS— TYRANT

Orderly, decisive, timely, organized

Controlling, afraid of uncertainty



### MERRY MAKER —VS— RUSH HOUND

Enthusiastic, relatable, positive

Undisciplined, lacks follow through

### GO-GETTER —VS— WORKAHOLIC

Ambitious, competitive, inspiring

Needs to be admired; identifies with achievements

### GUARDIAN —VS— WORRIER

Responsible, disciplined, accountable

Always on high alert, mistrusts others



### EXPERT —VS— KNOW IT ALL

Knowledgeable, analytical, problem-solver

Stubborn, intolerant, emotionally cold



Start with positivity.

As human beings, we respond differently to positive and negative emotions. The latter triggers our fight vs. flight vs. freeze response. We lose our ability to innovate, problem solve, think creatively and build relationships. Survival becomes our primary concern.

“It’s an artifact of our evolution,” says Prof. Jack Baroudi, a global leadership expert and positive psychology advocate. “When we’re stressed, we’re not at our best.”

Positive emotion does the opposite, he explains. It makes us better problem solvers, strengthens innovation, improves creativity and enhances our relationships. “It’s a more important emotion to generate if you’re leading people,” he says.

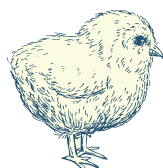
So how do you cultivate it?

## 1. KNOW YOURSELF

Self-awareness is foundational to good leadership, says Baroudi. Know your skills and play to your strengths, but also know your weaknesses and how your team can add greatest value. As UD Prof. Tony Middlebrooks puts it, “Leadership is all about you, and it’s not about you. It’s about the organization and the people in it.”

## 2. ADMIT WHEN YOU’RE WRONG

Good leaders admit when they’re wrong, and that builds trust. “Trust underpins everything,” says Baroudi.



# 5

## WAYS TO BE a BETTER LEADER

“It’s the oil that makes everything work.” Trust is what enables authentic and difficult conversations, like “How can I give you permission to tell me when I’m screwing up, and how can you hear me when I have to tell you the same?”

## 3. ENVISION SUCCESS

Leadership is the process of influencing others toward a common vision. “Good leaders show people the way. They’re sellers of hope,” says Vincent Mumford, HS88, 90M, EHD98PhD, author of *Invest! How Great Leaders Accelerate Success and Improve Results*. “Sometimes we get so stuck on dealing with problems that we miss opportunities. But good leaders see things for what they could be, not simply for what they are.”

## 4. ADAPT AND IMPROVE

Be true to who you are, but let yourself grow, says UD Prof. Wendy Smith. “Good leaders are constantly learning, growing and pushing their authentic selves to bigger limits,” she says. An expert in paradoxical thinking—embracing contradictory ideas—Smith recognizes the tension between our natural comfort zone and desire to improve. But for good leaders, continuous improvement always wins.

## 5. DON’T BE A %\*#@

If all else fails, just remember this: Nobody likes to work with a jerk, and certainly nobody wants to work for one. There are some leaders who revel in the notion of disposability (“I can fire you!”), who provide no psychological safety (“If you say something negative to me, it will come back to hurt you”), who lack compassion (“One mistake and you’re out”) and who choose fear over hope. Don’t be that leader. 🐦

—Artika Rangan Casini, AS05









# THE MENTAL HEALTH CRISIS

## UD IS GIVING PLUGGED-IN, STRESSED OUT STUDENTS UNPRECEDENTED SUPPORT

By Artika Rangan Casini, AS05

The digital natives are getting sick.

It could be argued that the illness has always existed, but Brad Wolgast shakes his head and sighs. “No,” he says. “Kids have not always been this way.”

Stressed, overwhelmed and prone to the complexities of a growing body and brain? Of course. But a year of confounding, world-bending disasters has pushed demand for mental health services to unprecedented levels on many U.S. college campuses, driven by an upswing in student depression and anxiety that already had been steadily climbing over the past decade.

As director of UD’s Center for Counseling and Student Development, Wolgast has watched it all unfold. Since 2010, UD has witnessed a 30% increase in the number of students who visit the Counseling Center; a 32% increase in the number of individual sessions; and an 81% rise in the number of crisis appointments in the past three years alone. It chillingly correlates with advancements in technology, communication and connection, Wolgast says.

“Depression is a constant among students,” he adds, “but 60% also describe feeling anxious, stressed or worried. These numbers were much lower 20 years ago.”

Researchers often point to the past decade as the start of technology’s contradictory effect of connection and isolation. Instagram launched in October 2010, just as today’s college students were hitting puberty. Months later, Snapchat arrived.

“In-person engagement has been replaced with digital interaction,” says Wolgast. “Students today are spending less time with peers, and more time online.”

**“Kids have not always been this way.”**

Carefully managed profiles can often make users feel insecure, inadequate and alone, Wolgast adds. Self-worth is validated through “likes” and followers. Young people, especially young women, are confronted with unrealistic standards of perfection.



It scares Wolgast. It's not only what he sees at work, but what exists in national data. Consider the suicide rates for children 10-14, which declined from 2000 to 2007, and then nearly tripled from 2007 to 2017.<sup>1</sup> Or the fact that emergency department visits for self-inflicted injuries, a strong predictor for suicide, were relatively stable before 2008, but jumped 18.8% annually from 2009 to 2015 for females 10 to 14.<sup>2</sup>

The good news: Today's students are aware of their options, and eager to seek help. The University is also well into an expansion of services that began long before COVID-19. This spring, students will begin getting support at the Wellbeing Center at Warner Hall, an \$18 million refurbishment of a historic residence hall that will become the campus center for health and well-being resources.

"Our most important priority is helping students succeed in all aspects of their careers and lives," says UD President Dennis Assanis. "We want students to reach their full potential here on campus and pursue fulfilling lives long after graduation."

Wolgast echoes this sentiment. "College is when you're figuring a lot of things out, and it's simultaneously the time when mental health issues often begin to show up," he says. "That makes it a prime opportunity for change; for helping students embark on a healthy path forward."

**50%**

**of Americans  
will experience  
a mental health condition  
in their lifetime**

**67%**

**of students nationwide  
confide suicidal thoughts  
to a friend  
before telling anyone else**



## INCREASED VISIBILITY AND COMMUNITY SUPPORT

If the past decade has been marked by terrifying trends in adolescent mental health, it has also witnessed encouraging solutions.

Across campus, students are leading an effort to destigmatize mental illness and make emotional wellness a critical element of the college experience, beginning with the peer support model that UD's own Rita Landgraf, EHD80, helped pioneer.

As former state secretary of Health and Social Services, Landgraf developed peer programs to help Delawareans suffering from addiction. This evidence-based treatment approach is akin to group therapy, where those with similar struggles share their experiences in a safe, welcoming, stigma-free space.

Examples of such campus programs can be found in registered student groups like Active Minds, Friends 4 Friends and EmPOWER, which have all launched in the past 10 years to raise awareness of student mental health.

Darian Elmendorf, BE19, credits Friends 4 Friends with saving his life. In the midst of a major depressive episode, he recalls looking at the candles on his 18th birthday cake, and thinking, "This is it. If this year doesn't get better, it will be my last."

It was only through his involvement with the Friends 4 Friends student



group—with hearing other students' stories, each one beginning with the words, "I've never shared this in front of someone else before"—that he realized he wasn't alone.

"Our generation is starting to talk about it a lot more," says Elizabeth Rodenbach, EOE21, vice president of Active Minds, a national mental health advocacy group that established a UD chapter in 2014. "Much of what we do is to help other students know that they're not alone."

In her early days at school, fellow Active Minds member Olivia Chowdhury, AS23, would scroll through Instagram and feel a knot tighten in her stomach. "I had a rough time adjusting and making friends, especially when it seemed like everyone else was having a great time."

"It's easy to hide behind a computer," adds Hayley Kutcher, AS21, vice president for Friends 4 Friends. "When you work to have open discussions, you find that everyone is dealing with the same problems and pressures."

In typical semesters, students can hold biweekly meetings, or host craft nights and other activities to help decompress.

Peer support, says nursing professor Cathy Heilferty, is critical.

"Students today integrate helping others into everything else they've got going on," she marvels. "I am in awe of what they're doing."

Along with advising the Active Minds student group, Heilferty has helped develop a peer support program for Sean's House, a 24/7 community

center for young adults struggling with depression or other mental health issues. (Read more on p. 33.)

Although Sean's House is not directly affiliated with the University, Wolgast says he sees it as a welcome resource. "There is no shortage of need," he says. "Every investment helps."

## MENTAL HEALTH IN 2021

Robin Gordon is one such investor.

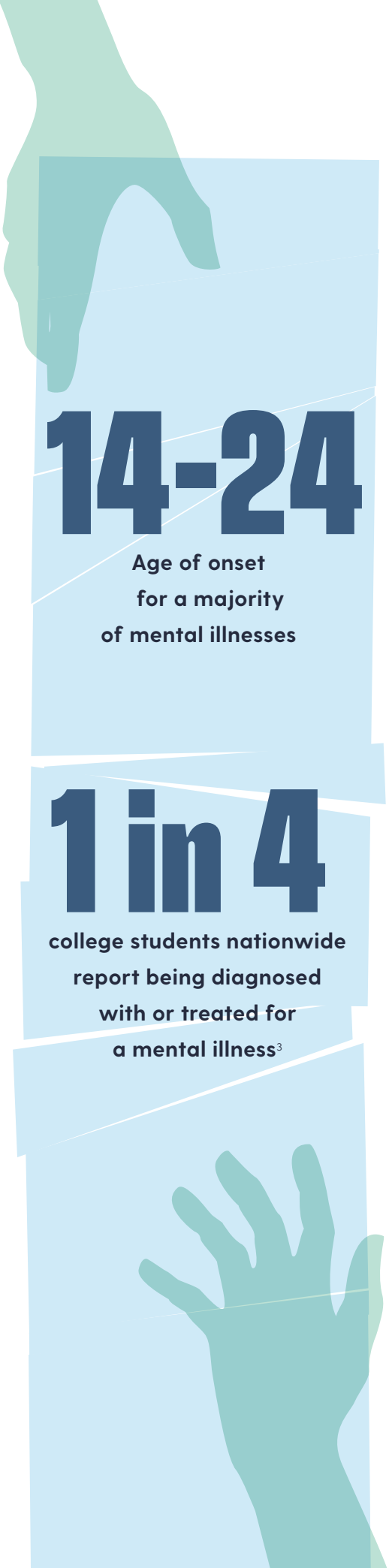
"I'm a real believer in finding the good in every human being and helping them feel good about themselves," says Gordon, whose daughter Brianna is a current junior. "Besides academics, I think mental, emotional and physical wellness the most important part of a school system, and I'm so delighted UD is making it a priority."

Her philanthropic donation to the Wellness Center at Warner Hall has helped create a more comfortable, destigmatizing space for students to get resources, from individual counseling to group mindfulness sessions.

"My vision for the space is a place where all students feel good about themselves there and see it as a home away from home," she says.

Wolgast and colleagues share this vision, though they expect the demand for mental health services to only increase, as this past year has given most everyone on the planet a bumpy psychological ride.

"Personally, I'm lost," says Kelly Marzoli, BE18. "Professionally, I've never been busier."



# 14-24

**Age of onset  
for a majority  
of mental illnesses**

# 1 in 4

**college students nationwide  
report being diagnosed  
with or treated for  
a mental illness<sup>3</sup>**



As COO of the Mental Health Global Network, LLC, she and co-founder Juliet Meskers, AS19, have trained hundreds of staff and students across the country on mental health services. They offer an evidence-based, two-hour training program on how to recognize warning signs of mental illness, and how to connect people to available treatments and resources.

It is a mission with tragic roots. In 2016, the two women lost their friend and UD classmate Connor Mullen to suicide. Their



grief would inspire action, culminating in the Friends 4 Friends student group.

"Friendship plays an important role in mental health," explains Marzoli. "It can be an effective tool in combating this public health crisis."

# 75%

**of college students  
report worsening of  
their mental health  
owing to the pandemic**

And focusing on mental health can, in turn, help combat the harmful effects of digital addiction on the developing brain: the thirst for instant gratification; validation in the form of "likes;" fear of missing out.

"By focusing on mental health and learning positive ways to cope, our lives feel more accomplished and meaningful," she says. "We're not succumbing to social norms and expectations that are difficult if not impossible to meet."

It's something her late friend would have liked to see, Marzoli believes. "He would be doing this if he were here," she says.

Instead, Connor Mullen's legacy, like Sean Locke's, lives on in the lives that may be saved through education, programing, resources and support.

And even as technology poses dilemmas, it offers some solutions.

In the School of Nursing, Heilferty has launched weekly grief support sessions, and the counseling center has ramped up its online efforts.

The increasing digitization is a source of ironic optimism for Wolgast. "We all recognize the hollowness of the Internet," he says. "Human interaction is what makes life most interesting and engaging. We all want it back." 🐦

All statistics from Activeminds.org unless otherwise noted

1. National Center for Health Statistics, CDC, Oct. 2019 <https://www.cdc.gov/nchs/data/databriefs/db352-h.pdf>

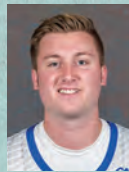
2. National Center for Biotechnology Information, National Institutes of Health, Nov. 2018, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5753998/>

3. *Depression and Anxiety* medical journal, 2018 study



# Out of tragedy comes HOPE

Established in memory of Sean Locke (right), Sean's House was renovated this summer to help young people struggling with mental health. UD peer mentors (bottom) are a central part of this community effort.



The front door to 136 West Main St. was unlocked most of the three years Sean Locke, BE16, lived there. Handsome, easygoing and funny, Sean was a standout basketball player, team captain at UD—and the reason most people walked through the doors of 136 West Main.

Sean seemed to be thriving. But in July 2018, just a few weeks before his 24th birthday, he took his own life, devastating loved ones unaware of his battle with depression.

"He was suffering," says friend and former roommate Greg Cella, BE16. "And he didn't feel comfortable sharing it. If I would have known he felt that way, I could have done so much more."

After Sean's death, those who loved him wanted to help others dealing with mental illness. They founded SL24: Unlocks the Light Foundation, named for Sean's jersey number and dedicated

to providing a safe haven for teens and young adults struggling with mental health challenges. SL24 also educates young people on depression and helps high school and college athletes transition to a life after sports.

This fall, the foundation cut the ribbon on Sean's House, located—where else—at 136 West Main St. This home, just a few steps from campus, is a critical part of a community-based, evidence-based initiative that also includes the College of Health Sciences, UD's Partnership for Healthy Communities and the Mental Health Association in Delaware.

"It was very important for us to create a place where young adults can talk to other young adults who have lived that experience. Sean never had that conversation," says his father Chris. "This is his legacy."

Sean's House is home to Peer 24, a peer training program developed in partnership with UD and the SL24 Foundation. More than two dozen peer specialists—UD students who have lived experience with mental health issues—work with fellow young adults on a range of behavioral health challenges, including depression, anxiety, eating disorders and substance abuse.

Michael Igo, BE17, was one of dozens of Sean's friends who volunteered to help paint, clear the backyard and get the house ready for a new mission last summer. "If this house could help one kid come out of their shell and not battle this alone," he says, "I think Sean would be ecstatic." 🐦

—Kelly Bothum, AS97, 19M

UD Peer mentors will use their lived experiences to help others struggling with mental health.



PHOTOS BY ASHLEY BARNAS





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**Stanton**  
Limestone Medical Center  
1941 Limestone Road  
Suite 101  
Wilmington, DE 19808

**Newark**  
1096 Old Churchmans Road  
Newark, DE 19713

**Newark - Metro**  
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Matthew K. Voltz, DO

### **Trauma**

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Nicholas F. Quercetti, DO  
David M. Tainter, MD

\*Affiliated Faculty Member with the UD Department of Physical Therapy

\*\*Orthopaedic Surgeon for the UD Athletic Department

# DELAWARE ORTHOPAEDIC SPECIALISTS



# ALUMNI NEWS

## HENS HELPING HENS

*UD alumni and students connect for job support at a challenging time*

Alumni and students alike have faced extraordinary challenges this year. With hiring freezes, restricted budgets and shifting job priorities, students have experienced fewer available internship and job opportunities, and alumni continue to be short-staffed.

Enter Blue Hen Projects, which connects professionals in need of an extra hand with students and recent graduates in need of job experience.

Through this initiative, offered through the UD Career Acceleration Network (UD CAN) platform, alumni can submit a short-term experiential project, such as designing a logo, assisting with scientific data sets or web help. UD students and recent graduates can then view these postings and apply.

"This is a great service offered by UD and provides current students and graduates with the ability to gain specific experience while also helping out small business owners such as myself," says Matthew Campagnola, EG17, who is Co-founder & CEO of Velitor Technologies and worked with a Blue Hen from the Class of 2019 on a



company logo design. "I appreciate this platform and I look forward to working with more Blue Hens in the future!"

As Lois Hoffman, BE86, worked with Matthew Anderson, AS20, to develop blog content for her company, The Happy Self-Publisher, she was enthusiastic about expanding Anderson's knowledge of the publishing industry while receiving content for her blog in return.

"I hope to provide him, or other students, more opportunities in the future," she says.

Projects are typically 20 hours per week over the course of about four

weeks. In October, 45 students and recent graduates had applied to 35 projects offered through the platform, ranging from developing a marketing campaign to designing a website. To submit a project, alumni do not need to be members of UD CAN (although joining UD CAN is free and has many benefits, such as discussion boards, job postings and more).

.....  
**To learn more about Blue Hen Projects, visit [udcan.udel.edu/page/blue-hen-projects](https://udcan.udel.edu/page/blue-hen-projects).** 

—Megan Maccherone



# Six standout alumni honored

by Megan Maccherone

The University of Delaware Alumni Association announced the 2020 recipients of the Alumni Wall of Fame Awards and Outstanding Alumni Awards. The recipients represent a range of industries, from medicine to engineering to finance, and will have their names engraved in the stone walls of the recently erected Alumni Circle.

## ALUMNI WALL OF FAME AWARDS

In recognition of the many notable achievements of its alumni, the UD Alumni Association, in partnership with the University, established the Alumni Wall of Fame in 1984. The Alumni Wall of Fame recognizes outstanding professional and public service achievements by UD graduates. This year's recipients are Robert J. Healy, EG77; Galicano F. Inguito Jr., AS85, BE02M; Martha Meaney Murray, EG87; and Edmond J. Sannini, BE78.

**ROBERT J. HEALY, EG77**, has made



significant contributions to the industry of civil and structural engineering. In his 43-year career, he has grown from an entry-level

design engineer to his current position as director of major consulting engineering firm, Rummel, Klepper & Kahl, LLP.

Healy has served as the structures project director for the Woodrow Wilson Bridge connecting Maryland and Virginia, and the Intercounty Connector, a new 18-mile new expressway in the Maryland/Washington, D.C., suburbs. These multi-year projects included more than 50 bridges and other drainage, retaining wall and noise wall structures.

A proud alumnus, Healy received UD's Civil and Environmental Engineering Outstanding Alumni Award in 2014, has served on the Civil and Environmental Engineering External Advisory Council for two terms, and has been a UD Football season ticket holder since 2007. Healy's UD legacy has even continued with his daughters: Donna, AS11, and Elaine, BE14.

**GALICANO F. INGUIITO JR., AS85,**



**BE02M**, founder of Delaware Family Medicine, has held numerous appointments in his extensive career in the medical field, including

president of the Delaware Board of Medical Practice. Previously, Inguito was commissioned as a captain in the United States Army and served as field surgeon of the 2nd Infantry Division at the Demilitarized Zone in Korea, where he received an Army Commendation medal.

He has been actively involved with the University through the years, serving on the UD Alumni Association Board of Directors, as a delegate for the Class of 1985 Commencement ceremonies and as respective gift chair and reunion ambassador for his 25th and 35th reunions. He also served as preceptor for nurse practitioner students and has

advised and mentored numerous UD students interested in healthcare and medicine. He and his wife, Pia, who directs BSN programs in UD's School of Nursing, established a nursing scholarship for underrepresented and first-generation undergraduates and sponsor academic awards for upperclassmen. Inguito has a family full of Blue Hens, including his children Kai, BE18, and Kameron, a current student in the Class of 2022.

**MARTHA MEANEY MURRAY, EG87,**



served for 20 years as an orthopedic surgeon at Boston Children's Hospital. Murray, who retired last year from her clinical practice,

is currently a professor of orthopedic surgery at Harvard Medical School and an internationally recognized expert in the care of sports injuries of the knee.

A self-described surgeon-scientist, she pioneered Bridge-Enhanced ACL Repair Surgery, meant to repair—instead of replace—torn ACLs. Murray credits many of her accomplishments to the “nuts and bolts of statics and materials science,” which play a role in orthopedic surgery, as well as the critical thinking and problem-solving skills she gained at Delaware.



"There is a lot of engineering in medicine, and a lot of mechanical engineering in particular in orthopedics," she says. "But the training in problem-solving has been by far the most important skill that came out of my time at UD."

**EDMOND J. SANNINI, BE78**, is a



seasoned financial services executive with decades of experience in audit and accounting, leading global financial

institutions through transformational change. He is currently a senior advisor to McKinsey & Company.

At UD, Sannini serves on the Board of Trustees, is a member of the Audit, Finance, Grounds and Buildings, and Investment committees, serves on the Lerner College Advisory Board and chairs the NYC Dean's Council for Lerner College. He also offers guidance and support to business students enrolled in the Road to Wall Street Program, which has opened avenues for juniors to interview for summer internships in blue-chip financial firms. Sannini is a Double Del with wife Coni Frezzo, BE78.

Do you know a UD alumnus/ alumna deserving of recognition? Nominate them for the 2021 award at [udel.edu/alumni-friends/awards](https://udel.edu/alumni-friends/awards). The nomination deadline is Feb. 26, 2021.

## OUTSTANDING ALUMNI AWARDS

The Outstanding Alumni Awards are presented annually to an alumnus and alumna in recognition of their exemplary work on behalf of UD and/or the UDAA. This year's recipients are Jennifer M. Cain, BE02, and Christopher J. Metkiff, AS06.

**JENNIFER M. CAIN, BE02**, was



posthumously nominated for an Outstanding Alumni Award for being an integral part of the UD family by Donna Silknitter,

BE04, a fellow colleague at PricewaterhouseCoopers (PwC). Cain actively recruited UD students and recent graduates to PwC, where she spent her 17-year career and became partner in 2017, just before her sudden passing due to a pulmonary embolism.

At UD, Cain maintained relationships with professors and co-taught an entire day of Accounting 207 to more than 200 students in 2014. Also in 2014, she led the Aspire to Lead event and panel discussion, which included a webcast with Sheryl Sandberg, COO of Facebook. Cain served as a mentor in the Lerner Executive Mentor program, on the Department of Accounting and MIS Advisory Board and also on the Board of Directors of the UD Alumni Association. Cain was also an avid fan of UD's sports.

To honor Cain and her commitment to UD, PwC established the Jennifer M. Cain '02 Memorial Scholarship, supporting talented female accounting students with demonstrated financial need.

**CHRISTOPHER J. METKIFF, AS06**, senior



vice president at MassMutual Greater Philadelphia, exemplifies the Blue Hen spirit. Metkiff was a member of

the men's basketball team at UD and continues to invest in and mentor UD students, including student-athletes. Many of the employees at his firm were once UD students and former student-athletes.

"Chris is a constant fixture at UD career events and has dedicated himself to influencing the lives of our students so that they are in the best position possible when they enter the work force," says UD Athletic Director Chrissi Rawak.

At UD, Metkiff serves on the CFP Advisory Board for the Lerner College of Business and Economics, hosts networking and client-based events at UD football games and is a member of the Delaware Diamonds Society for his generous financial support to both the Lerner College of Business and Economics and the Athletics Department.

Metkiff continues to be a season ticket holder for men's basketball and regularly attends UD football games and tailgates, in addition to other UD events such as Ag Day and fundraising events. 🐓

# A Legacy of Generosity



WENBO FAN

In 1965, Robert W. “Bob” Gore made his first gift to the University of Delaware—\$3 to the unrestricted University fund. That humble donation sparked a lifetime of generosity and philanthropy from Gore and his family, who committed more than \$32 million during his lifetime to advance UD’s people and programs.

Gore, EG59, emeritus member of the University Board of Trustees and chairman emeritus of the board of directors of W. L. Gore & Associates, passed away on Sept. 17. His loss is mourned by the entire University community, but his legacy and lasting philanthropy will continue to have a transformational impact on current and future Blue Hens for years to come.

“Bob’s generosity touched every aspect of the UD community,” said UD President Dennis Assanis. “He often spoke of his love for UD and how his

education set him on a path for professional

success and personal fulfillment. I am truly grateful to him for helping so many generations of Blue Hens launch their own journeys of education, exploration and impact.”

His support began with students. The W.L. Gore Entrepreneurial Scholarship, established by his mother, Genevieve, in 1987, has benefitted 189 students to date, including Ruben Lopez, a senior accounting major.

“As a first-generation college student, the scholarship is what allows me to attend a school as wonderful as UD,” says Lopez, BE21. “When I remember my college journey, I will be reminded of Bob. He gave me an opportunity to discover myself, and for that I will be forever grateful.”

In addition to supporting undergraduate students, Gore greatly valued graduate education. In 2011, he donated \$1 million to establish the Robert W. Gore Fellowship in the College of Engineering, which has

supported 19 graduate students since 2012.

Gore recognized that direct student support wasn’t the only way to help them succeed. Recruiting and retaining talented faculty has long been a way to attract bright students while spurring innovation.

In 2001, he established the Robert W. Gore Professorships in Chemical Engineering (held by UD Profs. Wilfred Chen and Kelvin Lee) and the Arthur B. Metzner Professorship in Chemical Engineering (held by Antony Beris). In 2014, he established the Bob and Jane Gore Centennial Chair of Chemical and Biomolecular Engineering (held by Marianthi Ierapetritou), in celebration of the department’s 100-year anniversary.

Gore understood that the way students learn is undeniably tied to where they learn. In the mid-1990s, Gore and his family contributed \$15 million to fill the last empty space on the north Green. When the project



KATHY F. ATKINSON

## TIMELINE OF BOB GORE’S UD EXPERIENCES AND INVOLVEMENT

**1956:** Joins UD Marching Band and American Institute of Chemical Engineering

**1957:** Joins Alpha Tau Omega and Alpha Chi Sigma; introduces innovative idea leading to his first patent

**1959:** Senior year at UD and graduation

**1965:** Makes his first gift to the University (\$3)

**1986:** Joins the University of Delaware Research Foundation

**1987:** Establishes the W.L. Gore Entrepreneurial Scholarship

**1990:** Starts serving on the Chemical and Biomolecular Engineering Advisory Council - Departmental and Special Program Boards

**1991:** Becomes a member of the 150th Campaign Committee

**1992:** Joins the UD Board of Trustees

**1992:** Recognized as a member of the UDAA Wall of Fame

**1994:** Serves on the Colburn Campaign National Committee

**1995:** Commits \$18.5 million to Gore Hall on The Green; elected to the National Academy of Engineering for his technical achievements



cost climbed to \$18.5 million, Gore was unwavering in his support.

The result was Gore Hall, the first new building on The Green in more than 35 years, completing a design plan originally approved by the Board of Trustees in 1915. The new building created a home to 25 high-tech classrooms and the Center for Teaching and Assessment of Learning.

greater community.”

When the University announced it was building its first major laboratory in 20 years—now the Harker Interdisciplinary Science and Engineering Laboratory (ISE Lab)—Gore and his wife, Jane, were among the first to step up, committing \$10 million to create the research wing.

In addition to investing in students,

**“Though Bob has passed, he lives on through the successful students, the top faculty and the outstanding programs tied to his legacy of generosity at UD. We will all be forever grateful.”**

—UD President Dennis Assanis

“Much of Bob’s generosity was focused on the College of Engineering, but his interests also extended across the entire campus,” said Dr. David Roselle, UD president from 1989 to 2007. “When the Center for the Arts was built in 2005, he donated \$1 million to fund the Genevieve W. Gore Recital Hall in his mother’s memory. She was an avid supporter of the arts and this space is a fitting tribute, providing a beautiful venue for events and performances that enrich students, faculty and the

faculty and key spaces on campus, Gore also supported the 1994 renovation of Colburn Lab and the University of Delaware Research Foundation.

“Though Bob has passed, he lives on through the successful students, the top faculty and the outstanding programs tied to his legacy of generosity at UD,” said Assanis. “We will all be forever grateful.” 🐦

—Christine Serio



KATHY F. ATKINSON

**1997:** Serves as co-chair for the Campaign Steering Committee until 2003

**2001:** Establishes the Gore Professorships in Chemical Engineering to support two professors; creates the Arthur B. Metzner Professorship in Chemical Engineering

**2005:** Commits \$1 million to supporting the Roselle Center for the Arts; receives the Perkins Medal

**2006:** Inducted into the U.S. National Inventors Hall of Fame; begins serving on the College of Engineering Advisory Council – College and Program Advisory Board

**2010:** Receives honorary Doctor of Science degree

**2011:** Commits \$1 million to establish the Robert W. Gore Fellowship in the College of Engineering

**2013:** Commits \$10 million to build the University of Delaware’s ISE Lab

**2014:** Commits \$3 million to establish the Bob and Jane Gore Centennial Chair of Chemical and Biomolecular Engineering

**2017:** Becomes an emeritus member of the Engineering College Advisory Council – College and Program Advisory Board until 2019

**2018:** Recognized, along with wife Jane, as members of the Founders Society

**2019:** Recognized as part of the UDAA Alumni Circle unveiling

**2020:** Inaugural Gore lecture held Feb. 26





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# CLASS NOTES

## 1950s

**Bernard McInerney Jr., AS58**, of Rutherford, N.J., just concluded a 60-year career as an actor. His last movie was *The Kitchen*, alongside Melissa McCarthy.

## 1960s

**Peter N. Gray, AS62**, of Chicago, Ill., and his Metal-i-Genics Studio installed two public art sculptures this year—*Flame of Remembrance* in Chicago and *Moon Shadow* in Rock Island, Ill.



Peter N. Gray, AS62

In addition, he expanded his sculpture practice to include design and fabrication of custom steel furniture and accessories.

**Reed Pyeritz, AS68**, of Radnor, Pa., has retired after more than 40 years as renowned medical geneticist and 20 years as a professor of medicine at the University of Pennsylvania Perelman School of Medicine. An internationally recognized expert on genetic diseases of the cardiovascular system involving connective tissue,



Gretchen Berguido, AS58, and Bernard McInerney Jr., AS58, in *The Tender Trap* during a Far East tour of U.S. Army bases in 1958

Pyeritz was the first recipient of UD's Alexander J. Taylor Award to the outstanding senior man.

**Tom Stiltz, AS69, 71M**, of Baltimore, Md., has been selected by NHW Gallery, an international publisher that represents Andy Warhol, Jean-Michel Basquiat and others, to represent his paintings and photography. Stiltz has worked on several political campaigns and once took a photo of a young **Jill Biden, AS75, EHD06PhD, 10H**, which she reprinted in her recent book.

## 1970s

**Arthur G. Ogden, AS70M**, of Demopolis, Ala., has written *Philosophy of American Sport: Quest for Virtue*, which examines the exponential growth and unparalleled quality of American sports.

**Darwin H. Stapleton, AS70M, 75PhD**, of Wernersville, Pa., recently published *A History of University Circle in Cleveland: Community, Philanthropy and Planning*.

Lt. Col. **John Orfe, EG72**, Schererville, Ind., now works at KCI Consultants and volunteers as assistant ombudsman director for the Employer Support of the Guard and

Reserve, following 40 years' service in the Army Reserve.

Lt. Col. **Bob Weimann, BE74**, of Quantico, Va., was recently named board chairman for United American Patriots, which funds legal defense for American service members believed to have been unjustly convicted and wrongfully imprisoned on war crimes charges.

**Steve MacQueen, BE75**, of Pittsboro, N.C., has retired from his position as director of financial reporting for the Department of Veterans Affairs and recently published a nonfiction book, *Catfish on Fridays: A View from Inside the U.S. Government Financial Management Swamp*.

**Robin A. Jess, AS76**, of Edison, N.J., is co-editor of a new book, *The Comprehensive Guide to Botanical Art Techniques*. Jess coordinates botanical art education for the New York Botanical Garden and is former executive director of the American Society of Botanical Artists. She and husband **Ken Hess, AS74**, celebrated their 39th wedding anniversary this year.

**Alan Mann, AS77**, of Harpers Ferry, W.Va., earned his master's degree from Capella University in June 2019. He currently consults as a data analyst in the Washington, D.C., metro area.

**James H. VanSciver, EHD77M**, of Lewes, Del., has published his fifth book, *Hi! I'm Elvis*, about a 9-week old Sheltie giving advice to children.

Signed copies may be secured at paulamv723@gmail.com.

**Teresa Barkley, AS78**, of Maplewood, N.J., stitched a COVID-19-themed quilt, "Stay in Touch," scheduled to be exhibited next summer at the National Quilt Museum in Paducah, Ky., in an exhibit titled, "Quarantine Quilts: Creativity in the Midst of Chaos."

**Rich Zawisha, BE78**, of Parsippany, N.J., published *Twisted Unraveled*, the second book of his *Twisted* trilogy, written under the pseudonym Linda Rich, in respect to the great women authors of the murder mystery genre.

**Richard D. Bond, AS79**, of Wilmington, Del., has been selected by his professional peers as one of *Delaware Today* magazine's 2020 Top Dentists. Bond practices with Dental Associates of Delaware.

## 1980s

**Jessica O'Dwyer, AS80**, of Tiburon, Calif., has published her first novel, *Mother, Mother*.

**Marie Nonnenmacher, AS80, 85M**, of Newark, Del., retired from the state of Delaware as the director of the Division of Developmental Disabilities Services, DHSS, after 39 years of state service.

**John Nizalowski, AS83M**, of Berkshire, N.Y., was a finalist for the 2020 Colorado Book Award

## COLLEGE DEGREE LEGEND

- ANR • Agriculture and Natural Resources
- AS • Arts and Sciences
- BE • Lerner College of Business and Economics
- EG • Engineering
- EOE • Earth, Ocean and Environment
- EHD • Education and Human Development
- HS • Health Sciences
- M • master's degree
- PhD
- EdD • doctoral degrees
- DPT
- H • honorary degree

## Share your news

The Magazine encourages alumni to send us news to share with your fellow Blue Hens. A new job, a promotion, a personal or professional award ... they're all accomplishments we want to announce.

Email a note or a press release to

**magazine@udel.edu**

Please include your hometown, graduation year and college or major.



Vernese Edghill-Walden, EHD92M



Jonathan Dooley, AS93



Tara Berrien, AS98

in Creative Non-Fiction for his most recent collection, *Chronicles of the Forbidden: Essays of Shadow and Light*. He has also recently co-edited with Alexander Blackburn *The Emergence of Frank Waters: A Critical Reader*.

**Ellen M. Snyder-Grenier, AS83M**, of Rutherford, N.J., has published her book, *The House on Henry Street: The Enduring Life of a Lower East Side Settlement*, which chronicles Henry Street's sweeping history from 1893 to today.

**Nicholas A. Marziani, EOE88**, of St. Augustine, Fla., has published his second novel, *Fools' Journey: The Showdown*.

**Vincent E. Mumford, HS88, 90M, EHD98PhD**, of Mt. Pleasant, Mich., has published *Invest!: How Great Leaders Accelerate Success And Improve Results*, based on the notion that great leaders invest in their people.

## 1990s

**Tony Makowski, AS91**, of Lansdale, Pa., has been promoted to the rank of professor of history at Delaware County Community College, where he has taught for 18 years.

**Cathy Mueller, AS91**, of Corinth, Texas, helped launch StudentAidPandemic.org to provide up-to-the-minute student guidance on loans and financial aid during the 2020 COVID-19 pandemic. Mueller serves as executive director of Mapping Your Future nonprofit, which offers financial aid counseling.

**M. Lee Perry, EG91**, of Duplessis, La., has been featured in industry publications *Control Global* and *Smart Industry* on digitizing the electrical infrastructure at BASF Agriculture Products North America, where he works as an electrical design engineer.

**Dan Kramer, AS92**, of Nappanee, Ind., has returned to Port-au-Prince, Haiti, where he and his family will serve in the Mission Aviation Fellowship, which uses aviation and technology to spread the love of Christ and provide medical care, clean water, community development and education to people in isolated areas.

**Vernese Edghill-Walden, EHD92M**, of Dekalb, Ill., has been named vice president for diversity equity and inclusion at Northern Illinois University.

**Jonathan Dooley, AS93**, of Cascade, Colo., was awarded the 2020 Silver Beaver Award from the Boy Scouts of America for his years of exceptional service to the Pikes Peak Council.

**Kirsten Schmidt Coughlin, AS95**, of Newark, Del., has been named Delaware School Counselor of the Year by the Delaware School Counselor Association.



Jennifer Triplett Booz, ANR99



William P. Albanese III, AS06



Lindsey Baker, AS08M



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Myunghee Geerts,  
BE06M



Joseph Emmet Duff



Lily Eleanor Russo



Fallon Kira Murphy



A number of Blue Hens attended the July 29, 2019, wedding of Fritz Stueber, AS12, and Kelia Scott Stueber, AS13

**Joseph Fruscione, AS96**, of Trenton, N.J., has joined The Siena School in Silver Spring, Md., as a communications and advancement associate.

**Melanie Manzer Kyer, AS96**, of York, Maine, has published her first children's picture book, *The Great Holiday Cookie Swap*, which includes recipes and the historical context for different holiday cookies.

**Tara Berrien, AS98**, of Nottingham, Md., has been named assistant vice president for diversity and equal employment opportunity and Title IX at Morgan State University.

**Jennifer Triplett Booz, ANR99**, a middle school teacher in Homer, Alaska, has been awarded a Fulbright Distinguished Award to study in Finland for six months, starting January 2021.

## 2000s

**Kim McGlade Lomax, AS00**, of Portland, Ore., was named chairperson of the executive board of Uganda Village Project, which works in one of the most marginalized districts of Uganda, providing education and preventative services in the areas of sanitation, clean water, malaria, reproductive health and obstetric fistula repair.

**Hillary Daecher, AS01**, of Lititz, Pa., recently published her first children's picture book, *Soar*, about a hummingbird leaving the nest.

**Julissa Gutierrez, AS04**, of Corona, N.Y., has been appointed chief diversity officer for the state of New York by Gov. Andrew Cuomo.

**Matthew Elliott, EG05**, of Oakland, Calif., has been promoted to deputy

general counsel of Tubi Inc., a streaming movie and television service recently acquired by FOX Entertainment.

**John D. Hosler, AS05PhD**, of Kansas City, Kan., was promoted to full professor of military history at the Command and General Staff College at Fort Leavenworth.

**William P. Albanese III, AS06**, of Lewes, Del., has opened up a multi-specialty medical practice in Lewes, called Aspira Health.

**Myunghee Geerts, BE06M**, of Aston, Pa., has been appointed director at the Cover & Rossiter accounting firm, where she recently launched a new advisory service line to develop sustainable growth strategies for clients.

**Courtney Duff, HS07**, and **Shawn Duff, BE08**, of Philadelphia, Pa., welcomed Joseph Emmet on May 16, 2020. Shawn was also elected to the board of directors for the Fairmount Community Development Corporation.

**Lindsey Baker, AS08M**, of Laurel, Md., has been named executive director of Maryland Humanities.

**Tanya Sandler Russo, HS09**, and **Lawrence Russo, AS10**, of Pearl River, N.Y., welcomed Lily Eleanor on Feb. 24, 2020.

**Andrew G. Veit, AS09**, of Egg Harbor Township, N.J., was appointed director of percussive studies for the Sherman Independent School District in Sherman, Texas.

## 2010s

**Bobby Codjoe, AS10**, of Brooklyn, N.Y., has been named director of diversity and inclusion for Cardozo School of Law.

**Fritz Stueber, AS12**, and **Kelia Scott Stueber, AS13**, of West Chester, Pa., were married June 29, 2019, with numerous Blue Hens in attendance.

**Emma Kate McNamee, EOE12**, and **Drew McBee, EOE12**, of Oakland, Calif., were engaged on July 29, 2020, on the J-24 sailboat in Mystic, Conn., where they first met in the summer of 2008.

**Kristen (Molfetta) Murphy, AS12M**, and **Andrew Murphy BE12**, of Astoria, N.Y., welcomed daughter Fallon Kira on June 21, 2020.

**Drumlin Brooke, AS13**, of Kissimmee, Fla., is now assistant community manager at Camden Caley, in Englewood, Colorado.

**Erin Cordiner, AS13**, of Hawthorne, N.Y., was named a 30 under 30 "Wunderkind," by *West Chester Magazine* for her work with the Westchester Parks Foundation, where she directs volunteer programs.

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Natasha Gaston, AS13, and Jordan Wynn, EG13, 15M

**Natasha Gaston, AS13, and Jordan Wynn, EG13, 15M**, of New Castle, Del., were married on July 12, 2019.

**Greg Star, BE13**, of Wilmington, Del., and **Mac Macleod, BE14**, of Wilmington, Del., developed #TeamMASK, a public health and advertising campaign between the New Castle County Government and their company, Carvertise. As a part of the initiative, 11 high-mileage county vehicles donned custom-



Greg Star, BE13, and Mac Macleod, BE14, at the August 5, 2020 #TeamMASK press conference.

made "car masks" that fit over the vehicle's grill.

**Heather Bowman, ANR14**, of Avon, Conn., married David Wadley on Aug. 8, 2020, with fellow alumnae **Alexandra Joy, BE14**, **Danielle Beatini, HS14**, **Diana Brown, BE14**, and **Courtney Anderson, BE14**, in attendance.

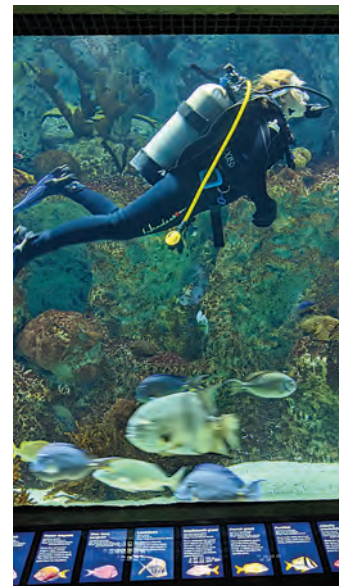
**Meghan Owings, EOE15**, of Riviera Beach, Md., is a Maryland gallery



David Wadley and Heather Bowman, ANR14, on their COVID-19-aware wedding day, Aug. 8, 2020

aquarist at the National Aquarium of Baltimore, where, among her duties, she maintains life support systems for marine animals; designs, constructs and maintains exhibits; and scuba dives in tanks for feeding and maintenance.

**Nicholas Sottile, AS16**, of Pilesgrove, N.J., earned his master's from Gardner Webb University and is now a certified physician assistant. 🐦



Meghan Owings, EOE15, on the job at the National Aquarium in Baltimore



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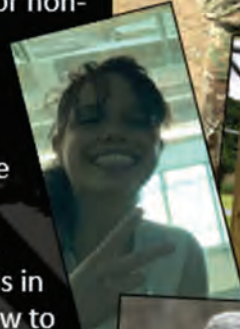

## Meet Corporal Celena DeLara:

Celena is currently enrolled full-time in the engineering program at the University of Delaware, where she uses the Guard's Tuition Assistance Program to cover her tuition costs. "Initially, I joined the Guard for the college benefits because I was a non-Delaware resident. But later, I learned how much more the Guard really has to offer." (One of the benefits of membership in the Guard for non-residents is qualifying for in-state tuition rates, which could save students thousands in out-of-state tuition costs.)

Some of Celena's recent achievements include:

- Graduate of the Army's Basic Combat Training (BCT) Course and Advance Individual Training (AIT) as a Horizontal Construction Engineer, and again as an Interior Electrician.
- Graduate of Air Assault School (one of the toughest schools in the Army, where she learned basic Pathfinder skills and how to rappel from a hovering helicopter).
- Selected to compete in Delaware's Best Warrior Competition
- Acceptance into UD's Army ROTC Scholarship Program

"The Army National Guard has opened so many doors for me; from free college tuition, to a full-time job that is keeping me financially stable during these uncertain times. The possibilities and opportunities are endless, and I am proud to serve while having the support of leaders and mentors to help sculpt me into a better person day-by-day."





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# In Memoriam

Anne Townsend Minner, EHD43  
James O. Burri, AS51  
Harry W. Loose, BE52  
Aileen Ritchie Krewatch, EHD53  
Diane Lease Sammelwitz, EHD53  
Neal B. Kelly, EG55  
Lawrence E. Murray, EG58  
Gretchen Berguido Rossi AS59  
Robert L. George, AS60

Audrey Reese Thomas, EHD66  
Shirley Hester Schell, EHD67M  
Eugene A. Deardorff, AS70PhD  
Lloyd W. Black III, AS72  
William R. Heitzmann, EHD74PhD  
Dale W. Arthur, ANR80  
Susan Lane Young, HS82  
Donna Dunlap Ebke, BE87  
Erika D. Farris, ANR07, AS09M

## Faculty and Staff

Vicki Cassman, professor of art conservation, August 2020  
Thomas DiLorenzo, former dean and chairperson of the psychology department, July 2020  
Ronald "Luddy" Ludington, the Olympic figure skating champion and former director of UD's Ice Skating Science Development Center, May 2020

Charles Edward Mosley, retired shipping and receiving clerk, August 2020  
Michael Pohlen, retired professor of management, March 2020  
David Elson Sheppard, retired associate professor of biological sciences, July 2020  
Robert A. Wilson, associate professor emeritus of public policy, July 2020 🐦

Please share news of a loved one's passing with us at <https://inmemoriam.udel.edu>

## Prasad Dhurjati

Prasad Dhurjati, professor of chemical and biomolecular engineering and mathematical sciences, died on June 30, 2020.

"Prasad had a very positive influence on countless students, colleagues and others during his many years at UD," said Levi Thompson, dean of the College of Engineering. "Those who had the pleasure of working with him will always remember his generosity and encouragement."

Dr. Dhurjati joined the University of Delaware faculty in 1982 after receiving his doctoral degree in chemical engineering from Purdue University. He received a bachelor's degree in chemical engineering from the Indian Institute of Technology, Kanpur, in 1977.

He was known for his scholarship in the biotechnology field and was honored with the NSF Presidential Young Investigator Award and College of Engineering Special Faculty Award in 1986 and was named to the American Institute of Medical and Biological Engineering in 2004.

Dr. Dhurjati took pleasure in collaborating with those in other disciplines and was often exploring how his expertise in computer modeling could advance another person's research, from better understanding the spread of glioblastoma cancer cells in the brain to exploring possible connections between autism and the human gut microbiome.

In a recent interview with *UDaily*, Dr. Dhurjati talked about the pleasure he found working with motivated students, even in the new "Zoom" context arising from the COVID-19 pandemic.

"If you ask me 'why are you at a university?' I will tell you there's nothing that makes me happier than a student with a desire to learn," he said. "I tell them they can ask questions forever, from 5 in the morning until midnight. Send me your questions and I will help you."

"That's my reward—to see highly motivated students wanting to make a contribution, wanting to learn. You can't beat it. Nothing material can beat that reward. And that's why I'm at a university." 🐦

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## A CONVERSATION with...

More than three decades ago, just before the Americans with Disabilities Act became law, **KARL BOOKSH**'s life changed in one awful instant: He broke his neck while playing flag football. Today, the professor is leading UD research into innovative chemical sensors, and speaking out as an advocate for people with disabilities. We asked Booksh about the progress he has seen—and the work yet to be done.

### Since ADA's passage, what headway have you seen in reversing discrimination against people with disabilities?

I've honestly seen more progress on the West Coast than on the East Coast because of newer buildings and infrastructure on the West Coast, including the integration of Braille signage. On the East Coast, there are so many historic buildings with steps. Right now, I'm stuck at my parents' place while the elevator in my house is being fixed. But that's just the physical side of things.

### What about the social side?

The social side is much more interesting. We're still the only underrepresented group that can't control its own language. What I mean is that we still hear these disability pejoratives—words like “gimp, retard, lame.” You don't see or hear much about us in the media.

### What are the remaining challenges?

One of the biggest challenges is getting people to look at the data on how many people are affected. One in four people in the U.S. has a disability, and they are not all visible, physical disabilities.

### Do you think fear plays a role—that some people don't know how to interact with a person who has a disability?

It's true. Some people don't know how to respond. Even other people in wheelchairs will talk about how people will not talk to you—they'll talk to the person beside you. You need to go into that by not thinking, “How do I survive this encounter,” but rather, “What does this person need?”

### How is UD doing on this front? Do we offer programs that you have found to be effective?

I'll give you my top example that cannot be highlighted enough. The Center for Disabilities Studies is not just succeeding, but excelling. They are respected across the state and the nation. They are helping people lead enriched lives—take getting access to needed health care, as just one major area. Society needs more programs like this.

### What are some of the most meaningful and impactful actions a person can take to support people with disabilities?

The same thing I would ask you to do with anybody. Determine what the person needs to succeed and then put them in this role. We need to give people the freedom to excel.

### As an academic, what grade would you give the U.S. in securing rights for people with disabilities?

I'd give us a B. And if I was grading on a curve, it's an A+.

Are you surprised? Give me a country where you'd rather be. If I had to parachute my child with a disability into a nation, there are more opportunities here. We were the first to pass anti-discrimination legislation for people with disabilities, and we're still the best. 🐦

**“THE CENTER FOR DISABILITIES STUDIES IS NOT JUST SUCCEEDING. BUT EXCELLING. THEY ARE HELPING PEOPLE LEAD ENRICHED LIVES.... SOCIETY NEEDS MORE PROGRAMS LIKE THIS.”**



PHOTO BY EVAN KRAPE

Karl Booksh



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During this season of giving, consider supporting the Blue Hen Strong Fund, directly helping UD students who continue to face financial hardships and challenges as a result of the coronavirus pandemic.

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A graphic for the Blue Hen Strong Fund. The words 'BLUE HEN' and 'FUND' are in white, while 'STRONG' is in bold yellow and enclosed in a white rectangular box. The background is a low-angle photograph of a red brick building with four white columns and a pediment, set against a clear blue sky.

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