



## STRATEGIC PLAN FOR THE UNIVERSITY OF DELAWARE MAY 2008

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### **Message from the President**

#### **The Path to Prominence**

We stand at a critical milestone in the history of the University of Delaware. Since the time that Rev. Dr. Francis Alison published an announcement of the opening of a free school in 1743, both the dream and the impact of the University have expanded and evolved. Dr. Alison's first class of less than a dozen students included three who would become Signers of the Declaration of Independence, as well as future governors, doctors, merchants, and scholars. We now are a community of 16,000 undergraduates, 3,500 graduate students, 1,200 faculty, and 135,000 alumni, who excel in diverse fields and hail from all corners of the world. We stand as one of the top universities in the country, with growing international stature in vital areas of expertise. Our distinct combination of educational quality and access has been recognized with our designation as a "Public Ivy."

The University's path in the quarter millennium since its founding has been distinguished. A university with a tradition of progress, however, cannot stand still. We are driven by new demands of globalization, rapid advances in technology, environmental crises, and other societal challenges. We are driven from within by a quest for knowledge and continuous improvement. At this moment, we are setting out on a new path designed to engage closely with the critical issues of our day, to increase the global impact of the University, and to raise its prominence in the world. This path forward will convert the gifts we have received from Dr. Alison and other distinguished leaders of the past into a legacy that we can be proud to impart to the future.

#### **A Strategic Conversation**

This strategic plan, which charts our "Path to Prominence™," is part of a continuing University conversation. Our dialogue has taken place in hundreds of meetings and communications across the campus, as well as the broader alumni and Delaware community. Beginning in July 2007, the Strategic Planning Committee engaged a wide cross-section of the community in identifying, shaping, and refining our goals. This process involved faculty, students, staff, alumni, community members, and state leadership in a lively and often passionate discussion of the University's future. Development of the plan was informed and guided by the Board of Trustees. As president, I have also had the opportunity over the past ten months to meet personally with every college, school, department, and unit, as well as with many other constituents and stakeholders. Across the community, there is enormous enthusiasm for the University's current strengths and future potential.

While our scope and timetable have been ambitious, this process has resulted in one of the broadest and most far-reaching discussions about the University's future in recent history. The Committee's report, which was submitted in April 2008, summarized priorities and goals and formed the basis of this strategic plan. Central to the plan are six "milestones" – bold, yet pragmatic initiatives that address the major challenges we face as a university and in the world. We intend to reach these goals, and in doing so, propel the University of Delaware forward on the path to prominence.

### **Traveling Our Path**

Our strategic conversation does not stop once the plan is committed to paper; it is, in fact, just beginning. As the planning and implementation process now rolls out across the University at the college, school, department, and unit level, this dialogue will guide our steps, offering fresh ideas and approaches. While this dialogue will shape our steps, our overall path and destination remain constant: *to fulfill the mission of the University and to be recognized around the world as one of the great public institutions of higher education in America.*

My sincere appreciation and commendation to everyone who has participated in the process of defining this new direction. The Path to Prominence now stretches before us. I look forward to working with you to make this plan a reality, ensuring a bright future for the University of Delaware. In the words of the Blue Hen's fight song, "Let Delaware shine."

Patrick T. Harker  
*President, University of Delaware*

#### **MISSION STATEMENT**

The University of Delaware exists to cultivate learning, develop knowledge, and foster the free exchange of ideas. State-assisted yet privately governed, the University has a strong tradition of distinguished scholarship, research, teaching, and service that is grounded in a commitment to increasing and disseminating scientific, humanistic, and social knowledge for the benefit of the larger society. Founded in 1743 and chartered by the state in 1833, the University of Delaware today is a land-grant, sea-grant, space-grant, and urban-grant university.

The University of Delaware is a major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education. University faculty are committed to the intellectual, cultural, and ethical development of students as citizens, scholars, and professionals. University graduates are prepared to contribute to a global society that requires leaders with creativity, integrity, and a dedication to service.

The University of Delaware promotes an environment in which all people are inspired to learn, and encourages intellectual curiosity, critical thinking, free inquiry, and respect for the views and values of an increasingly diverse population.

An institution engaged in addressing the critical needs of the state, nation, and global community, the University of Delaware carries out its mission with the support of alumni who span the globe and in partnership with public, private, and nonprofit institutions in Delaware and beyond.

## CHARTING OUR PATH TO PROMINENCE

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To advance on the Path to Prominence, we must build key strengths in areas critical to our region and the world, and increase recognition of our existing strengths. We need to do more for the world, and we need for the world to see more of what we do.

Achieving excellence and recognition requires focus. Through discussions with the University community, we identified five “guiding principles” that should infuse our efforts and six “strategic milestones” that will propel us on our course to prominence. We also defined eight “key capabilities” that the University needs to succeed.

Outlined below and discussed in more detail in this plan, these are the common goals and values that will align the energies and efforts of a community as broad and diverse as the University of Delaware. Over the next year, each college, school, and unit will set its own strategic goals and develop its own implementation plans, action steps, and timetables. Together, we will create powerful momentum on the University’s Path to Prominence.

### **Guiding Principles: What We Value**

- Delaware First
- Diversity
- Partnership
- Engagement
- Impact

### **Strategic Milestones: How We Will Excel**

- A Diverse and Stimulating Undergraduate Academic Environment
- A Premier Research and Graduate University
- Excellence in Professional Education
- The Initiative for the Planet
- The Global Initiative
- An Engaged University

### **Key Capabilities: What We Will Need To Succeed**

- Faculty Excellence
- Staff Excellence
- Outstanding Facilities
- Continually Advancing IT Infrastructure
- Exemplary Management Practices
- Leadership-Level Financial Resources
- Excellence in All We Do
- Readiness to Embrace Change

#### **Action Steps:**

We are already moving forward. Throughout this plan, initial action steps have been identified, and many already undertaken. Yet this is just the beginning of our journey.

#### **Next Steps:**

Over the next year, each college, school, and unit will set its own strategic goals, aligned to the University’s. Each will develop its own implementation plans, action steps, and timetables. Together, we will create powerful momentum on the University’s Path to Prominence.

## GUIDING PRINCIPLES: CORE VALUES

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To travel forward, we first needed to define where we stand. In discussions across the University community, we identified five guiding principles that represent our commitments to the world. These guiding principles serve as beacons to guide our progress forward.

### **Delaware First**

Our first and most important commitment is to be the flagship of higher education for the State of Delaware – both by ensuring that every Delawarean has access to a top-quality education, and by applying the strengths and resources of the University to benefit the greater Delaware community. The rising prominence of the University of Delaware will bring new energy, opportunity, and recognition to the State of Delaware.

### **Diversity**

The University of Delaware will foster a robust educational environment in which all people are welcome and feel welcome – one that supports critical thinking, free inquiry, and respect for diverse views and values. As a community, we will embrace diversity as an integral and vital part of everyday life and a cornerstone value of our University.

Action Step: The University of Delaware Diversity Task Force, appointed April 2008, will develop a concrete plan for how to improve diversity on our campus and throughout the community, to be completed December 2008.

### **Partnership**

The University of Delaware will create innovative partnerships for economic and community development, building knowledge and promoting ideas that serve the critical needs of the state, the nation, and the world.

Action Step: The new Office of Economic Innovation and Partnerships, to launch July 2008, will encourage innovation, leverage knowledge-based assets, and create new economic and community benefits.

### **Engagement**

The University of Delaware will engage students, faculty, staff, and alumni in the most compelling social, cultural, artistic, and scientific challenges of our age. It will place itself among the world's leading universities by addressing such important matters as environmental sustainability, social justice, and alleviation of human suffering.

### **Impact**

Our job is not done until our ideas, our expertise, and our students are given the opportunity to make a significant difference in the world. To succeed, we must assure that the University's innovation, excitement, and accomplishments are publicly known throughout Delaware, academia, and across the nation and the world.

Action Step: The new Associate Vice President for External Relations, appointed April 2008, will be responsible for University communications activities and for the development of strategic institutional relations.

## STRATEGIC MILESTONES

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### **I: A Diverse and Stimulating Undergraduate Academic Environment**

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*A University of Delaware education will ensure that intellectual curiosity and a passion for learning become habits of mind.*

The University of Delaware must attract students who bring brilliance, talent, life experiences, and diversity – ethnic, geographic, and socioeconomic – that are characteristic of great universities. A University of Delaware education will ensure that intellectual curiosity and a passion for learning become habits of mind. Our students must have opportunities for innovation, entrepreneurship, and creativity. We must also enrich our students beyond the classroom with shared experiences and traditions that bind them to the University and to each other and create pride in their alma mater.

Over the next decade, we will remain close to our current undergraduate enrollment, focusing on continuing improvement in student qualifications for success rather than on increasing student numbers. Diversity is an increasingly important dimension of educational quality as our students prepare for success as leaders in the global community. Accordingly, incoming University of Delaware classes will become increasingly diverse – ethnically, culturally, regionally, internationally, and intellectually.

#### **Attract and Support Students from Delaware and Diverse Backgrounds**

First, the University remains committed to providing access to all Delawareans who are academically prepared to succeed. No Delaware applicant competes with a non-resident applicant for a place at the University of Delaware; all Delaware applicants will continue to be evaluated against a standard of projected success. In 2006, we presented a roadmap for academic preparation that details the courses and level of academic performance Delaware high school students need in order to be confident of admission to and success at the Newark campus. We reaffirm this “Commitment to Delawareans,” and now extend that commitment to ensure that no Delawarean will be unable to attend because of financial need.

The University will also become a richer learning environment by increasing our outreach to students in underrepresented groups. This includes reaching out to students in parts of the country and the world in which we have not traditionally recruited. We must ensure that support and retention programs, such as the Center for Black Culture, NUCLEUS, RISE, ASPIRE, and the McNair Program, are available to all underrepresented students and in all colleges.

We must build partnerships with historically black colleges and universities and other institutions serving underrepresented populations to develop summer institutes and other special programs for students and faculty. Within Delaware, we must reach out to middle-school students and their families, especially low-income, first-generation college families, to ensure that students are prepared for college.

Action Step: Starting fall 2009, the demonstrated financial need of every Delaware student admitted to the Newark campus will be met up to the full cost of tuition, fees, room and board, and books.

Action Step: As part of its university-wide charge, the Diversity Task Force, appointed April 2008, will work with the Admissions office to identify appropriate new outreach strategies. An Admissions Plan to enhance the University's diversity will be completed by December 2008.

### **Enhance Curriculum Flexibility, Intellectual Exploration, and Discovery Learning**

We must ensure that a University of Delaware education is more than the sum of its parts. We will work toward developing university-wide General Education requirements that will enable students to move more freely among majors and colleges. This will convey a vision of the shared elements of a University of Delaware education and facilitate assessment of its success. More opportunities should be created and greater funding secured for discovery learning, internships, fieldwork, and service-learning both in the United States and abroad. The University will explore making Winter Session a part of the regular academic year. This will give students the flexibility to pursue multiple majors and minors, to work at the interfaces between established disciplines, and to experience a broader selection of electives.

We will encourage educational initiatives that are interdisciplinary, creative, and/or entrepreneurial. We will also expand the range of multicultural course offerings, course content, events, and opportunities, while improving quality. We will organize public forums to bring together researchers, policy makers, students, and leaders to address our world's pressing social, economic, cultural, artistic, and scientific problems.

Action Step: Initial proposals have been developed by a working group composed of senior administrators and deans to facilitate the transfer of students across majors, to move towards developing a more flexible curriculum, and to consider breadth requirements across majors and colleges. A new, more open policy and flexible transfer policy will be implemented in the fall 2008 semester.

Action Step: The University is expanding discovery learning opportunities and will seek increased financial support for students to participate in study abroad and global studies as well as undergraduate research and service learning.

### **Create a Stimulating First-Year Experience**

We will improve the experience of our first-year students. The University of Delaware is committed to creating an imaginative and intellectually stimulating First-Year Experience (FYE) that is fully aligned with the University's General Education goals. This new program will provide a more supportive entry experience for our undergraduates, one that engages them as a part of the University community from the day they are accepted as students and helps them prepare for academic success and a fulfilling college experience. The new program will establish strong academic and social bonds among students, enhance their identity with the University as a community, and encourage and reward faculty for active mentoring. The FYE will acquaint students with the broad array of University offerings on campus and across the globe and will encourage their involvement in programs and organizations that enhance personal development and promote learning.

Action Step: A university-wide steering committee has been appointed to work with the Academic and Student Affairs Council to develop a pilot program for a new and improved FYE design which will be implemented fall 2008. After review by the Faculty Senate, deans, and others, the new FYE program will be made available to all freshmen by fall 2010.

### **Recruit and Develop Highly Talented Undergraduates**

We will make the University of Delaware's Honors Program more innovative, provocative, and selective. The program will be staffed with a full-time director with experience in designing Honors curricula and mentoring academically gifted students in a residential setting. We will explore developing new interdisciplinary Honors degrees, as well as departmentally based ones. Resources for the Honors Program must go beyond student scholarships to include strengthening administrative and departmental support for faculty who teach Honors courses to encourage a richer program.

The University must increase the number of distinguished scholarships available to qualified candidates. We can attract talented students by offering theme-based scholarships and scholars' programs to high-ability students who also have outstanding out-of-class accomplishments (for example, Environmental Scholars, Leadership Scholars, or Performing Arts Scholars). We will mentor all scholars, starting from the time they matriculate, so that we can identify and cultivate strong candidates for Rhodes, Marshall, and other internationally recognized scholarships and fellowships.

Action Step: A full-time director will be appointed in fall 2008 and the Honors Program will be strengthened based on the results of a full academic program review during 2008-2009.

## **II: A Premier Research and Graduate University**

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*We will achieve levels of excellence, intensity, and breadth of research and of graduate and post-doctoral education never before seen at the University of Delaware.*

As the world continues to move toward a knowledge-based economy – and the critical challenges of our era become increasingly complex – the need for rigorous, multidisciplinary research has never been greater. As a premier research and graduate university, the University of Delaware has the opportunity, and obligation, to contribute to the advancement of knowledge and to marshal that knowledge for the benefit of humanity. We must develop intellectual leaders and provide the intellectual leadership required to address the challenges of today and tomorrow. We will capitalize on our multidisciplinary strengths to establish well-resourced multidisciplinary research centers and degree programs, as well as knowledge-based partnerships.

The most important aspect of this initiative is the commitment to achieve levels of excellence, intensity, and breadth of research and of graduate and post-doctoral education never before seen at the University of Delaware. We have already taken great strides in this direction with multidisciplinary initiatives such as the Delaware Biotechnology Institute. Our challenge is to create new signature academic assets that bring together the resources – intellectual, physical, financial, and human – that are fundamental to discovery and innovation.

### **Develop Faculty Leadership in Key Intellectual Areas**

Our faculty are our future. To take best advantage of the research and scholarly opportunities before us, there is no more important investment than in further strengthening our faculty capacity. In particular, we need more faculty leaders in areas of priority that span colleges and academic departments who will serve as focal points around which we will aggregate clusters of faculty from many disciplines. Over the next five years, we will create additional Faculty Chairs that will not be allocated to a specific department, school, or college, but will serve as a nucleus for constellations of faculty who bring diverse disciplinary expertise to bear on complex issues of strategic importance. We will begin work immediately with friends of the University to obtain funding for areas in which the University already has considerable capability and accomplishment.

Action Step: The creation and funding of three new Faculty Chairs – in energy, the environment, and health sciences – will be of highest priority for the University in 2008.

### **Lead High-Profile Research Initiatives**

The University must be a leader in the scientific and technological revolutions of the 21<sup>st</sup> century. Advances in the life sciences, energy, advanced materials, information technologies, and other discoveries yet to be imagined will transform our world. Progress will require collaborative partnerships among disciplines, bringing together life scientists and engineers, physical and computational scientists. We must reach beyond science and engineering and distinguish our scholarship by engaging faculty and students from the social sciences,



humanities, and the broader community in understanding and guiding technology's impact on society. Indeed, such integration should be the hallmark of major research initiatives at the University of Delaware, becoming a high-visibility, distinguishing characteristic of the Delaware experience.

The University of Delaware must cultivate excellence within traditional academic disciplines and foster multidisciplinary collaborations. In launching new research initiatives, emphasis should be placed on quality and impact, as well as on competitive advantages and leadership opportunities. Transparent assessment criteria and processes must be clearly articulated with the full involvement of faculty leadership. We must also strengthen relationships with other universities, national laboratories, and industrial enterprises. Moving forward, it is essential that the University be a willing and active partner for public and private sector strategic alliances to ensure societal impact and to help recruit and retain the highest quality faculty.

Action Step: In July 2008, the new Senior Vice Provost for Research and Strategic Initiatives will assume an expanded portfolio of responsibility, with a mandate both to build leading-edge research programs from the unique strengths of the University of Delaware and to develop new strengths that will enhance the University's impact on critical challenges and opportunities.

### **Build an Excellent Research Infrastructure**

Great minds need equally outstanding facilities and support to do their best work. To grow graduate programs and to foster interdisciplinary initiatives, including research centers, we must increase significantly our high-quality research space. Research computing and core facilities, and the staff to support them, must be upgraded significantly. Enhancements to the administration and support of research and graduate studies are required to advance these expanding research programs. These enhancements include support for grant writing and multi-investigator submissions, bridge and seed funding, and sound intellectual property and technology transfer practices.

Action Step: Each College will conduct a facilities needs assessment, to be completed by December 2008. The President and Executive Vice President will then work with the deans to develop cost estimates and preliminary planning documents and funding strategy to support new or upgraded campus facilities and research infrastructure.

### **Increase the Profile and Growth of Graduate Studies**

To strengthen and transform our graduate programs, we need strong leadership. The position of Vice Provost for Graduate and Professional Education will be created to serve as a visible champion for graduate, professional, and post-doctoral studies, to provide support, oversight, and vision, and to eliminate administrative barriers to multidisciplinary education and research. The Vice Provost for Graduate and Professional Education will work in collaboration with the Senior Vice Provost for Research and Strategic Initiatives to foster robust programs of graduate research and education in disciplines where the University of Delaware can achieve international prominence.

Discovery research is an essential component of graduate study, especially at the Ph.D. level. The creation of strong advocates for research and graduate education will strengthen the visibility and collaboration of faculty and graduate students across disciplines. It will ensure that universal elements of research-based education, including research methodology and ethics, are imparted to all graduate students.

The University of Delaware must create new graduate programs – and foster the growth of current graduate programs – with the dynamism to respond to needs and opportunities from the local to the global scale. We must become more proactive and flexible in administering our graduate programs in order to unleash the talents of our faculty and our graduate and post-doctoral researchers, allowing them to focus on generating knowledge that impacts the world.

Action Step: The President has created and filled the position of Vice Provost for Graduate and Professional Education, to become effective July 2008.

### **Provide Full Support for Graduate Students**

To attract and maximize the development of talented graduate students, we must commit to offer all funded Ph.D. and, as appropriate, Master's degree students, continuous (12-month) stipend and tuition support for the expected duration of their studies. Working with the colleges to develop a plan to provide year-round support will symbolize the University's commitment to research and graduate studies, and it will improve our ability to compete with other leading research universities for the best students. It will also improve research productivity and shorten significantly the time to degree. The University of Delaware should develop resources to support fieldwork, internships, and international and other opportunities for extramural engagement that will enrich the graduate experience, especially in areas where significant external research funding is not the norm.

Action Step: The Vice Provost for Graduate and Professional Education will work with the Colleges to develop plans to fully support their graduate students.

### **III: Excellence in Professional Education**

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*In an age of specialization, advanced professional expertise is increasingly important. We will expand existing programs and build new ones to meet the needs of a world where a bachelor's degree is no longer enough.*

Today, advanced scholarship and professional degrees in areas such as health, education, business, and law have become essential, both for practitioners and for the professions themselves. As the complexity of professional expertise required increases in a global, technologically advancing, and knowledge-based society, the bachelor's degree is no longer adequate as an end-point in higher education. The University will fail in its mission if it does not address and meet this need. We can achieve our greatest impact by educating and training the professionals and leaders who serve society in essential roles, and by closer integration of public service with research and education.

We seek both to extend the reach and impact of our professional programs beyond the region and to reap the benefits for all our students and faculty of closer engagement with our society, its needs, and its problem-solvers. The University of Delaware must invest in professional programs that provide excellence, uniqueness, impact, and response to societal needs. Additional opportunities may include partnership with other institutions of higher education, and with the public and private sectors.

#### **Establish the University of Delaware Law Institute**

With more than 50% of all U.S. publicly-traded companies and 60% of Fortune 500 companies legally based in the state, Delaware is a global center for corporate law. As the state's flagship institution for higher education, the University will be a strong academic partner and resource for the legal and judicial communities. We will explore ways to capitalize on our exemplary programs in corporate governance, intellectual property, and environmental studies to enhance and develop legal scholarship and expertise in these and other critical areas. We will investigate the full range of opportunities, from immediate steps to provide interdisciplinary degree programs and post-degree specialized coursework and training, to the long-term vision of creating Delaware's first public law school.

Over the past year, the Provost's office, with advice and input from faculty and the Board of Trustees, has evaluated the feasibility of establishing a school of law at the University. There is great interest in such an endeavor, both within the University and among leaders of the legal community. While we have determined that it is premature at this time to launch a school of the type and caliber envisioned, as a pragmatic first step, we will move aggressively to establish the University of Delaware Law Institute. The Institute will enable us to strengthen and coordinate advanced legal scholarship across the University, create exciting new programs for professional development, and develop the resources and recognition needed to position the University for future consideration of a law school.

Action Step: A University of Delaware Law Institute Task Force will be named July 2008 to develop the plan for the Institute and engage key faculty from across the University. The new Institute will launch July 2009.

## **Create the University Health Initiative**

The University will build on its significant health care experience and its history of successful partnerships to become a recognized leader in health sciences. We will strengthen our capabilities, from the outstanding work being done by our faculty and students in biology, biotechnology, biomechanics, and cancer-related research to our highly regarded nursing and physical therapy programs. Through our strategic partnerships within the State of Delaware and with premier regional medical schools such as Philadelphia's Thomas Jefferson University, the University of Delaware can expand its programs across a wide spectrum of rising health concerns, including aging, early childhood development, physical and cognitive disabilities, and environmental health. In particular, the University will expand its health and medical education and research collaborations with prime partner institutions: Thomas Jefferson University, the Christiana Care Health System, and Nemours, one of the nation's largest children's health systems.

Action Step: On May 19, 2008, the Board of Trustees approved a new coordinated degree program that will enable students to complete a bachelor's degree from the University and a doctor of pharmacy degree from Jefferson in an accelerated program. The University and Jefferson also are exploring expanded program collaborations in public health, nursing, and rehabilitation sciences.

Action Step: In fall 2008, the four partner institutions (the University, Jefferson, Christiana, and Nemours) will announce an agreement for the expansion of their partnership that will include additional joint educational programming, extended collaboration in key areas of research and clinical activity, and coordinated planning for the future.

## **Launch the Educational Leadership Initiative**

We will create a new Educational Leadership Initiative to prepare academic leaders for success. The University of Delaware is committed to teacher education, through degree and certificate programs from various departments and colleges across campus, and a variety of clinical and field-based programs. We will also increase our focus on the education and training of the leaders in preschool through higher education in the state and the region, and recruitment of this group to the University of Delaware should be a priority.

Action Step: The School of Education has initiated a major redesign of the programs that prepare school leaders and is hiring faculty for fall 2008 to implement the new programs in ways that positively impact public education throughout the state.

## **Strengthen Education in Business and Corporate Governance**

The University's Lerner College of Business and Economics already offers significant professional career business programs, and the John L. Weinberg Center for Corporate Governance provides a rich source of knowledge and development programs to the corporate community. We will create new specialty programs as opportunity and potential for impact are identified, and consider expanding the role of entrepreneurial studies in both degree and non-degree programs. Closer alignment of the Delaware Small Business Development Center with degree and non-degree academic programs will capitalize on synergies to enhance professional development, prepare students for professional careers, strengthen public service, and support development of high-growth industries.

Action Step: Increased support to the Weinberg Center will be targeted to expand scholarly and professional impact.

Action Step: The Lerner College will open a student business incubator during the 2008-2009 academic year.

## **IV: The Initiative for the Planet**

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*Our overarching objective is to make the University of Delaware a national and international resource for environmental research, technology, education, and policy – today and into the future.*

In the opening decade of the 21<sup>st</sup> century, the constraints imposed by a common planet have come to the forefront. Issues from finite natural resources to the capacity to absorb the consequences of human activity have emerged in the public consciousness. The University of Delaware, with a strong history of environmental research and education, is positioned to help lead the way in developing technological, social, political, and cultural solutions to these challenges. We must demonstrate exemplary and farsighted stewardship of our resources to our students, our community, and the world. As a cornerstone of this commitment, we will undertake to become carbon-neutral.

The goals of this initiative are to promote sustainable practices and to support multidisciplinary efforts in research and education needed to develop solutions to significant, time-critical issues in energy, the environment, and resource sustainability. These goals are especially appropriate for the flagship university of the State of Delaware, which holds unique environmental significance as a vital coastal community. Our overarching objective is to make the University of Delaware a national and international resource for environmental research, technology, education, and policy – today and into the future.

### **Lead Path-breaking Environmental Research**

Building on our past successes, we will create a research institute for environmental studies and construct state-of-the-art facilities. Potential areas of research focus include renewable resources, land use, non-invasive manufacturing and production techniques, environmentally responsible agriculture, ocean and water resources, impacts of nanotechnology, development and demonstration of effective bioremediation, effective disaster research using tools of social science, the impacts of climate change and responses, including engineered solutions, as well as many others. The integration of science and engineering with global social science, policy, and economics will be critical to success, as well as partnerships with the public and private sectors.

Action Step: During the next academic year, a university-wide Institute for Environmental Research will be established that will build upon, coordinate, and expand the University's already extensive programs of environmental education and research.

### **Become “The Green University”**

The University is committed to becoming carbon-neutral. We are conducting a comprehensive assessment of resource utilization and should implement practices to reduce our resource and environmental footprint. This activity will require the participation of the entire University community. We must demonstrate ecologically responsible energy acquisition, distribution, and conservation. Best recycling practices and conversion to energy-efficient lighting should also be included. We should lead the way in setting policy standards for future capital investment in new construction and commit future buildings to



## **Integrate Environmental Programs Within the Curriculum**

The world's environmental challenges cannot be solved by science alone. The University will strive to make environmental awareness and stewardship an integral part of every student's educational experience. Defined degree tracks and concentrations should be created as well as opportunities for self-designed programs. Environmental degree programs should promote cross-fertilization of science and policy. Environmentally focused study abroad programs, both in countries where sustainable practices are already well advanced and in those where such practices will be critical to future economic and human development, will advance a global perspective. Our emphasis on interdisciplinary graduate programs is well aligned with the multifaceted nature of environmental studies. Science and engineering will interact with emerging business, social, and cultural issues of an environmentally aware world. Students and scholars of technology and policy should cultivate awareness of impacts on less-developed nations so that global environmental burdens are shared, not merely shifted.

Action Step: A university-wide faculty committee is now developing proposals to strengthen environmental studies programs and curricula and to evaluate new environmental studies and environmental science degree options that can both build upon and extend beyond the University's current offerings.



## **V: The Global Initiative**

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*The University of Delaware community will foster knowledge and awareness of the economic, environmental, political, cultural, and social issues that face the world – and the skills to address them.*

In our interdependent world, the University of Delaware must prepare students to be contributing citizens of the world, and serve as a “citizen university” in a global society. We will foster knowledge and awareness of the economic, environmental, political, cultural, and social issues that face the world – and the skills to address them. In this regard, our global initiative will embrace the diverse regions and people of the greater United States as well as countries and cultures around the world. Facilitating communication and collaboration, through language study, the use of technology, and sharing of the human experience with members of other cultures and other parts of the U.S., is central to achieving understanding. Therefore, global experience, both on our campus and beyond, is critical to our success.

The University of Delaware has a strong tradition in international outreach and study. In 1923, we introduced the concept of study abroad, and today nearly 50% of our undergraduate students have a study abroad experience. Our faculty collaborate with colleagues around the world on issues ranging from energy and sustainability, to oceans and coasts, to breakthrough research in nanotechnology. The University was recently named host school of the Global Computing Lab. We now need to give serious thought and recognition to what “global” means to the University of Delaware, and to leverage and increase our academic ties with leading institutions around the world, both in education and research.

### **Establish the Institute for Global Studies**

As the centerpiece of our global initiative we will establish the University of Delaware Institute for Global Studies, led by a senior administrative officer responsible for internationalization. This institute will expand the University’s Center for International Studies and serve as the central administrative unit for international activities, extending the global role, leadership, geographic presence, and visibility of the University of Delaware. It will promote the integration and synthesis of multidisciplinary, international, campus-based programs and will advance opportunities for immediate programmatic enrichment and the creation of research consortia and signature programs with strategic partners in the United States and abroad. The Institute will be a destination for students and researchers of international issues, through the development of resources for scholarly and cultural activities and forums on public affairs. It will also foster global connections and collaborations and be a leading resource for citizens and organizations in the community, state, and region. The Institute should produce and host regular programs and events on campus designed to encourage active discussion of world affairs.

Action Step: Planning for a university-wide Institute for Global Studies will begin this summer with an expected launch in July 2009.

## **Educate Engaged Global Citizens**

We will prepare students to become active global citizens. Every student should have the opportunity for a global experience, regardless of major or financial status. Building on our existing strengths in this area, we will expand our international programs to include new semester-long study abroad and exchange programs, programs with partner institutions, graduate student programs, and research programs. This will require increased scholarship support, the expansion of language and related academic programs, and curriculum changes to reflect increasing global perspectives.

We will advance campus-wide, high-profile activities addressing global issues, including seminar series, distinguished lectureships, visiting faculty, ambassador forums, and cultural events. We will integrate international experiences into the curriculum and enhance multidisciplinary global academic programs through strategic international partnerships and targeted faculty hires. Students, faculty, and staff should recognize and expect that international awareness and experiences are an integral part of University of Delaware life – from classrooms and laboratories to residence halls, dining halls, media, and student activities.

Action Step: The director of the new Institute for Global Studies will provide a plan by December 2009.

Action Step: We will also work to create strategies to increase financial support for students to participate in study abroad and global studies, with the goal of every undergraduate student having the opportunity for a global experience, regardless of major or financial status.

## **Extend Our Geographic Reach**

In addition to offering experiences abroad, the University of Delaware will increase the number of international students and scholars on campus. We will expand and improve the coordination of administrative functions that support these students and scholars. We will implement policies and procedures that encourage invitation of international scholars, speakers, performers, and other practitioners to our campus. New and better programs for international student recruitment, orientation, and advisement are critical for success, and targeted scholarship funding should be secured.

International students at both the undergraduate and graduate level should be welcomed and nurtured, and included in all campus activities. A central gathering place in the proposed University Center (p. 20) would encourage domestic students to meet, interact with, and learn about the cultures and traditions of international students and visiting scholars. The University's well-established English Language Institute will be more fully integrated into the campus community.

The University's presence abroad will be enhanced by select partnerships with international institutions of higher education. These strategic partnerships should focus on educational, research, and service initiatives that benefit communities in the host regions and advance the University of Delaware's impact and visibility.

Action Step: An Admissions Plan to enhance the University's geographic diversity will be completed by December 2008.

## **Develop Strategic and Active Global Partnerships**

To become a truly global university, we will increase opportunities for students and faculty to engage in international research and scholarship through programs that provide support for research travel and sabbaticals abroad. We will seek opportunities for unique international partnerships and institutional agreements with universities, governments, industries, and non-governmental organizations that make the University a vital presence and destination.

For undergraduates, the development of a global scholars certificate or dual-degree option and other shared programs with strategic international partner institutions will present opportunities for a truly global education. Models include those that award undergraduate degrees from both partner institutions and five-year programs in which one degree may be a graduate degree.

University of Delaware faculty have a long history of participation in the Salzburg Global Seminar and will be encouraged and supported to participate in other leading global programs. We will also explore developing and sponsoring similar programs that bring international scholars together on campus for shared research on global issues and in-depth leadership development and networking.

Action Step: A Partnership Plan to review existing relationships and expand global partnerships will be completed by December 2009.

## **VI: The Engaged University**

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*The University of Delaware will promote public service, valuing engagement with our local communities in Delaware and with the world.*

Among the University of Delaware's greatest strengths is its long tradition of public service, as well as its excellence in the arts, humanities, and social sciences. The University holds the distinction of being not only a land-grant university, but a sea-grant, urban-grant, and space-grant institution, charged with focusing research efforts to benefit these vital areas. As the largest university in a small yet nationally and internationally important state, we have the opportunity to work closely with public agencies throughout Delaware, applying research and human talent to address pressing social and civic issues. Our central location in the Northeast/Mid-Atlantic Corridor gives the University unparalleled access to major centers of government, commerce, and culture.

To fulfill the University's mission of education and service, we will become a university that values engagement, one that continues to build and promote dynamic programs of world-class distinction, reaching out to local and regional constituents – and far beyond – to address the challenges that face the world. We will promote discovery-based learning that brings our faculty and students into close contact with the challenges and knowledge of practitioners. Outreach to the global community – in Delaware, across the U.S., and around the world – will be a priority. The University will become a destination for active learning both inside and outside the classroom. And we will build a lifelong involvement with the University for our alumni community.

### **Inspire an Engaged Student Body**

University of Delaware graduates should be known for their integrity and creativity as well as for their ability and determination to have a positive impact on their communities. To serve as the heart of campus life, we will explore the creation of a new University Center. The location, accessibility, function, facilities, and programming of such a center should create a central campus attraction that will gather all members of the University community, from current students to retirees. High-quality recreational and athletic facilities are also needed. In addition to being state-of-the-art, these new architecturally significant facilities will also reflect our institution's values, including our support for environmental sustainability.

We should take full advantage of the residential character of our University. Because so much learning flows from student interactions, our campus needs “living rooms” – convenient and commodious spaces where students, faculty, and professional staff can meet informally and learn from each other.

In addition to outstanding classroom experiences, students need the freedom to be creative outside the classroom. We will provide more out-of-class opportunities for students to be entrepreneurs, experiment and invent, write a play or a novel, compose music, lead a club, create and broadcast multimedia productions, discuss and engage in world media and events.

Engagement and success on the playing field or in a fitness center is equally important to the development of leadership, teamwork, personal challenge, and commitment. Beyond new

investments in our athletic facilities, the University will develop and promote a full array of athletic options, from health and fitness to intramural clubs to top-ranked competitive varsity sports.

Action Step: A Student Life Plan will be completed by October 2008.

Action Step: The feasibility of a new University Center will be assessed as part of the Campus Plan.

Action Step: An Athletics and Recreation Plan will be completed by October 2008.

### **Promote Lifelong Engagement with Alumni**

Alumni are the connection with our past and the drivers of our future progress. As lifelong learning becomes crucial, alumni also need to keep connected with the University to build their own knowledge. The network of University of Delaware alumni is one of our greatest institutional assets. Alumni who hold positions of influence in public agencies and businesses world-wide will be engaged to share and extend the University's impact. Alumni who remain actively connected to the University throughout their lives, recruit and mentor students, support programs and partnerships, and provide vital financial resources are the foundation for the future of this institution.

Our lifelong relationship with students and alumni should begin with their admission to the University. We will create significant campus-wide events, campaigns, and celebrations that will live as indelible parts of our students' University of Delaware experiences and memories. We will build the infrastructure and resources for alumni to stay connected with each other and to stay involved with the life and mission of the University.

Action Step: The University's new Alumni Virtual Community, "UDconnection," was launched on May 10, 2008.

Action Step: A Plan for Expanded Alumni Engagement will be completed by July 2009.

### **Cultivate a Culturally and Socially Engaged University**

The University of Delaware should offer a vibrant environment for arts and humanities programming and a forum for public affairs. In addition to bringing distinguished guest performers, speakers, and visiting artists and scholars to campus, we will encourage students to create and present their own work. We will sponsor arts events and national competitions at the University of Delaware, and expand campus-community partnerships with regional cultural and research institutions.

Innovative research and teaching should take advantage of special collections such as the Ishmael Reed papers and the Paul R. Jones Collection of African American Art. Funds for international field-based research will facilitate student and faculty access to collections and research sites around the globe, while enabling students and faculty to participate in artist residency programs and perform in premier international venues. We will maintain international leadership in the multidisciplinary, field-based study and preservation of material culture and ensure that our cultural heritage is available for the education and enrichment of future generations.

We will explore opportunities to create new centers and programs that capitalize on the cultural resources of the region. For example, through our Center for Public Horticulture, we are partnering with Delaware's internationally acclaimed Longwood Gardens to offer new academic programs at the undergraduate and graduate level, as well as expanded opportunities for research and outreach. The collaboration will enable both institutions to leverage existing strengths to achieve more ambitious goals and impact.

The University will optimize use of our new state-of-the-art Center for the Arts and construct or partner with other institutions to secure facilities that showcase permanent collections, protect and preserve irreplaceable library and research acquisitions, and feature the creative work of our faculty, students, alumni, and the community. Possible examples include an accredited University museum, access to a large performance hall (1000-seat), and new display and storage facilities for the Library's Special Collections. Strategic partnerships with leading institutions in Newark, Wilmington, and the greater Middle Atlantic region offer exciting opportunities to feature a rich variety of cultural events and activities.

Satellite venues can showcase the accomplishments and talents of our faculty, students, and alumni, strengthen student success and national visibility, and enhance recruitment and fundraising efforts. A Washington, D.C. site could provide outstanding internship and research opportunities for students and faculty in multiple disciplines, as well as facilitate vital connections to federal agencies and non-governmental organizations.

The Academy of Lifelong Learning, based in the University's Arsht Hall in Wilmington, will continue to serve citizens age 50 and over in their pursuit of a lifelong engagement with culture and ideas.

### **Engage the Community as an Impetus for Innovation**

As a small state, Delaware can be a laboratory for innovation and the generation of knowledge that has both local impact and national visibility. Existing and future University research and service centers should fully integrate faculty, advance scholarship, and connect the public and business community to the University.

We will foster partnerships with both large and small businesses, and provide sound leadership and insight into economic development opportunities. The University's new Office of Economic Innovation and Partnership will promote knowledge-based partnerships with industry. The University will engage in research to inform and advance commerce, entrepreneurship, and business development in the region, nation, and the world. We will become a knowledge resource for improving business practices. Faculty and professionals must be empowered to participate in economic development initiatives stemming from their scholarship.

The University of Delaware will be a leader in addressing issues in health care, health care delivery, and the training of a highly educated and competent workforce in health care professions. Areas of vital emphasis include translational medicine, cognitive disabilities, geriatrics, nutrition and food safety, obesity, child health, and other health initiatives.

Likewise, the University of Delaware will conduct research and provide unbiased information and resources that help communities as they adapt to rapidly changing landscapes and demographics. Areas of emphasis include land-use planning, preservation of biodiversity, management of water resources, protection of coastal communities, preservation of agriculture, disaster preparedness, rural and urban development, and planning at the state, city, county, and township levels.

The University of Delaware will become a leader in providing knowledge and intellectual resources to non-profit organizations, including museums, foundations, and charitable and community-based organizations. These actions will advance community engagement and collaboration and foster an atmosphere that welcomes diverse groups and supports an inclusive research agenda with a strong intellectual foundation.

Action Step: The new Office of Economic Innovation and Partnership will complete its strategic plan December 2008.

Action Step: An Entrepreneurial Hub will be created on campus, due to launch by fall 2009. This will serve as a nucleus of energy, talent, and resources to assist students and alumni in entrepreneurial ventures.

### **Strengthen Public Education in Delaware and Beyond**

We will invest in research that enables us to better prepare our youth for a bright future and build effective knowledge-based partnerships with educators throughout the state. For example, we should develop partnership schools that are vibrant learning communities for children, teachers, student interns, and researchers – sites where robust research-practice connections flourish.

Through such initiatives, we will build capacity within the University to conduct and disseminate relevant research and to work closely with educational leaders in Delaware in a way that is consistent with our mission as a research university, yet also supports state and local school improvement efforts. In addition to building strength in existing education units, collaboration with related units, including public policy, public finance, economics, sociology, psychology, and others, should be supported.

Action Step: The University will continue to support our statewide partnerships in the continuous improvement of public education in Delaware and the implementation of the Vision 2015 plan.

### **Partner with the City of Newark**

A top priority will be the University's engagement with the City of Newark as a neighbor and key partner in social, cultural, and economic development. In addition to working closely with the City in pursuit of our goals to strengthen public education and to become a "green" university, we will commit ourselves to an ongoing dialogue and sustained involvement to enhance the quality of life for all Newark citizens.

Action Step: A new, expanded partnership in economic and community development with the City of Newark will be based on the mutual commitment that the prosperity and well-being of the City and the University must progress together and reinforce one another.

### **Increase the University's Presence and Engagement in Southern Delaware**

The University will explore establishing a distinctive, residential, four-year University of Delaware College in southern Delaware. By expanding its contributions in southern Delaware, the University would offer Delawareans enhanced access to top-quality higher education programs, research, and service. This new college, built as a model green campus, should offer programs designed to take advantage of its location, and to capitalize on the University's rich academic resources. A southern Delaware campus would also offer opportunities for the University to connect with new constituents, including those who are developing second careers and the culturally active retirement community in southern Delaware.

Action Step: An internal committee led by the Provost and an Ad-hoc Committee of Trustees will investigate the feasibility of a new college in southern Delaware. The study will be completed June 2009.



## BECOMING THE UNIVERSITY OF OUR ASPIRATIONS: KEY CAPABILITIES

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Underlying our strategic initiatives and milestones on the path to prominence are fundamental capabilities that will strengthen the University of Delaware. To achieve the ambitious goals we have set, we must establish a culture of excellence and commitment to our mission at all levels of the University. We will build and nourish our human capital, infrastructure, organizational capabilities, and capital resources.

### **I. Faculty Excellence**

Progress toward prominence will be paced by faculty excellence in scholarship, teaching, and public, professional, and community service. Investment in and cultivation of an exceptionally talented, dedicated, and diverse faculty is vital to the University's success. These initiatives demand a substantial increase in the number of faculty to reduce the student/faculty ratio. Beyond individual or disciplinary excellence, the University will support the configuration of the faculty in innovative interdisciplinary constellations that address critical knowledge needs of the 21<sup>st</sup> century. Workload policies, promotion and tenure processes, the use of sabbaticals, and the encouragement of faculty participation in external fellowship programs will be evaluated against these objectives. Excellence will be recognized and rewarded.

Action Step: New Faculty Chairs will be created in areas of priority that span colleges and academic departments, to serve as focal points around which we will aggregate clusters of faculty from many disciplines. A priority for 2008-2009 will be the establishment of Faculty Chairs in health sciences, energy, and the environment

Action Step: A plan to reduce the student /faculty ratio over the next decade will be developed and implemented.

### **II. Staff Excellence**

The University will advance only to the degree that we can attract, retain, and develop staff who bring the expertise and commitment to meet the challenges of a great university. For our staff and professionals, the University will make ongoing professional development part of the University culture. A structured career development program is essential to recruit and retain the finest staff and to nurture their leadership talents. All members of the University of Delaware community should have clearly defined pathways to advance and expand their careers. As with our faculty, excellence among our university-wide staff will be recognized and rewarded.

Action Step: A revised performance management system will be implemented fall 2008. A new training and development program will be introduced fall 2008.

### **III. Outstanding Facilities**

State-of-the-art facilities, including classrooms, laboratories of all kinds, library and information technology resources, residence halls, faculty workplaces, and recreational spaces, are crucial to achieving our ambitions for the University of Delaware. We will find ways to renovate existing facilities and fund new facilities at an aggressive pace. In design and operation, facilities will reflect our commitments to quality, environmental sustainability,

healthy lifestyles, creativity, and diversity. Priorities for facilities resource allocation will reflect our greatest needs and opportunities.

Action Step: A comprehensive Facilities Plan will be completed December 2008, which will also align new proposals with the University's commitment to Sustainability.

#### **IV. Continually Advancing IT Infrastructure**

Information technology, in particular, must be continually improved to remain state-of-the-art. Our IT infrastructure will both support and encourage the scope and quality of research, collaboration, and engagement that will take place across the University. Excellence, scalability, and flexibility will be priorities.

Action Step: A Computing Plan to ensure excellence in technology will be completed December 2008.

#### **V. Exemplary Management Practices**

Effective and innovative management practices will be crucial, from strategic planning and implementation to developing our human capital to making smart and judicious use of our financial resources. Organizational structures will promote interdisciplinary and collaborative efforts. Administrative and other impediments to such efforts will be minimized to take advantage of University-wide strengths and increase the value of our research and service.

Action Step: The newly developed budget system will be implemented in FY10.

#### **VI. Leadership-Level Financial Resources**

Significantly enhanced financial resources are essential. The price of a University of Delaware education must more fully reflect its cost and high value, even as we ensure that all admitted Delaware residents receive the financial assistance they need. To support our strategic initiatives, income must grow from endowment, annual giving, research grants and contracts, and professional and public services. We will strengthen financial partnerships with the State of Delaware and with other organizations that recognize the value of a stellar university to achieving their goals.

Action Step: The Vice President for Development and Alumni Relations will develop the plan for a new University campaign by July 2009.

#### **VII. Excellence in All We Do**

All programs must meet the highest national and international standards, creatively engage faculty and students in the active pursuit of learning and scholarship, and have a meaningful impact on the lifelong opportunities of our graduates. Scholarship, research, and other activities must address the pressing issues of our time, while elevating creativity in the arts and in cultural and humanistic understanding. We must create new knowledge and new and effective ways to communicate that knowledge to all who may benefit.

#### **VIII. Readiness to Embrace Change**

The world changes quickly, and while we must not stray from our core commitments and values, we must learn to embrace change. To realize our aspirations, the University will become a more nimble and dynamic institution. We will adapt organizational structures and policies to meet contemporary challenges and rise to new opportunities.

## SUMMARY: DELAWARE WILL SHINE

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In pursuing this path, we carry the aspirations and dreams of generations of builders and graduates of the University of Delaware. Their successes are the foundation of our own. We owe a great debt to those who have gone before us. We hope that later generations will also feel this gratitude to us. We hope that they will look back and celebrate this time as another turning point in Delaware's history, as a point when we started on the path to a new level of accomplishment.

What we do today will determine the University that we leave to our children and our children's children. This is our legacy. In building this legacy, we fulfill the dreams of every member of the community who has participated in its progress over more than two and a half centuries.

These aspirations are embodied perhaps most directly in the words of the Blue Hen's fight song, which was written in the 1930s by alumnus George Kelly of the Class of 1915.

Delaware will shine.  
When the sun goes down and  
the moon comes up,  
Delaware will shine.

We invite you to join with us in pursuing this path to prominence, which will ensure that now, and in the future, Delaware will shine.

### **Timeline for Implementation**

April 2008	Strategic Planning Committee Report
May 2008	President's Announcement of Strategic Plan
May 2008	Board of Trustees Meetings
October 2008	College and Unit Plans
December 2008	Facilities Plan
December 2008	Implementation Plan
July 2009	Campaign Case Statement
July 2009	New Budget System

## APPENDICES

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- A. University of Delaware Board of Trustees
- B. Strategic Planning Committee and Report
- C. Constituent Groups Consulted

### **A. University of Delaware Board of Trustees**

#### **Ex-Officio Members:**

Ruth Ann Minner, *Governor of the State of Delaware*  
Jean W. Allen, *President of the State Board of Education*  
William H. Narvel, Jr., *Master of the State Grange*  
Patrick T. Harker, *President of the University*

#### **Officers of the Board:**

Howard E. Cosgrove, *Chairman*  
Robert A. Fischer, Jr., *Vice Chairman*  
Robert W. Gore, *Vice Chairman*  
Joan Thompson Mobley, *Secretary-Treasurer*

#### **Elected and Appointed Members:**

Thomas J. Burns	Courtney L. Moore
Irwin G. Burton III	James P. Neal
R. R. M. Carpenter III	Christopher H. Schell
John R. Cochran	A. Gilchrist Sparks III
Richard S. Cordrey	Everett C. Toomey
Patricia A. DeLeon	H. Wesley Towers, Jr.
T. Henley Graves	P. Coleman Townsend, Jr.
Scott A. Green	Sherman L. Townsend
Carey M. Koppenhaver	John E. Wallace, Jr.
Dennis E. Klima	Mary Jane Willis
John A. Krol	Jacquelyn O. Wilson
Cynthia Primo Martin	

#### **Honorary Counselor:**

Andrew B. Kirkpatrick, Jr.

#### **Trustees *Emeriti*:**

Werner C. Brown  
Sally H. Higgins  
Robert F. Rider

## **B. Strategic Planning Committee and Report**

The Strategic Planning Committee was appointed by the President in July 2007 to engage a wide cross-section of the University in a “strategic conversation” to identify, shape, and refine the goals of the community. The Committee’s report, submitted in April 2008, forms the basis of the University’s Path to Prominence Strategic Plan and is available on the University of Delaware Web site: [www.udel.edu/prominence](http://www.udel.edu/prominence).

**Debra Hess Norris, Co-Chair**

Henry Francis du Pont Chair of Fine Arts,  
Chairperson of the Department of Art  
Conservation, and Associate Dean of the  
College of Arts and Sciences

**Mark A. Barteau, Co-Chair**

Robert L. Pigford Chair of Chemical  
Engineering

**Ralph J. Begleiter**

Rosenberg Professor of Communication and  
Distinguished Journalist in Residence,  
Departments of Communication, Political  
Science, and English

**Nancy W. Brickhouse**

Professor and Director of the School of  
Education

**Thomas M. Church**

E. I. du Pont Professor of Marine Studies

**Michael A. Gilbert**

Vice President for Student Life

**Lesa G. Griffiths**

Director of the Center for International  
Studies and Professor of Animal Sciences

**Louis L. Hirsh**

Director of Admissions

**Matthew Kinservik**

Professor and Director of Graduate Studies in  
the Department of English

**Kenneth P. Miller**

Professor and Director of the School of  
Nursing

**Robin W. Morgan**

Dean and Professor in the College of  
Agriculture and Natural Resources

**Charles G. Riordan**

Professor of Chemistry and Biochemistry

**John E. Sawyer**

Professor of Business Administration

**Leland B. Ware**

Louis L. Redding Chair for the Study of Law  
and Public Policy

**Patricia Plummer Wilson**

Vice President and Chief of Staff, Office of  
the President

### **C. Constituent Groups Consulted**

In preparation of this plan, the Strategic Planning Committee consulted the following constituent groups during more than 100 meetings. President Harker also met personally with every college, school, department, and unit, as well as with many other constituents and stakeholders.

Board of Trustees  
Senior University of Delaware Administration  
Provost's Executive Council  
Assistant and Associate Deans  
Chairs and Directors of departments, programs, and centers from all colleges  
Faculty at all ranks and across all colleges  
Professional and Salaried Staff and advisory councils  
Current Students, both undergraduate and graduate  
Emeritus Faculty  
University Alumni and Parents

AAUP Executive Committee	Delaware Department of Natural Resources and Environmental Control
Academy of Lifelong Learning	Delaware P-20 Council
African Heritage Faculty and Staff Organization	Delaware Parent Teacher Association
Alcohol Policy and Educational Council	Delaware State Chamber of Commerce, President
Alumni Association Board	Delmarva Poultry Industry Board
Arts and Sciences Faculty Senate	Endowed Chair and Named Professor Faculty
Arts and Sciences Research Centers	Engineering Alumni
Assessment Fellows	Engineering Research Centers
Associate in Arts Program	English Language Institute
Black Student Union	Francis Alison Society
Blue Hen Ambassadors and Delaworld Leaders	Georgetown Campus
Building Responsibility Coalition	Graduate Program Directors
Cabinet of Student Leaders	Graduate Student Senate
Campus Alliance de la Raza	Greek Council, Interfraternity Council, National Panhellenic Conference, and National Pan-Hellenic Council
Center for International Studies	High School Counselors – New Castle, Kent, and Sussex Counties
Center for Material Culture Studies	Information Technology Groups
Chairs Caucus	Kappa Delta Pi
CHEP Research and Public Service Centers	Lerner College Alumni Board
Commission on the Status of Women, Executive Committee	Lerner College Corporate Advisory Board
Commission to Promote Racial and Cultural Diversity	Lerner College Undergraduate and Graduate Student Advisory Boards
Continuing and Distance Education	Library Associates
Cooperative Extension	Library Executive Council
Delaware Association of State Administrators	Life Peer Mentors
Delaware Biotechnology Institute	NUCLEUS Coordinators
Delaware Chief School Officers Association	Office of Institutional Assessment
Delaware Department of Agriculture	Peer Mentors – LIFE

Perdue Farms, Directors  
Professional Advisory Council  
Resident Student Association  
Resident Student Association Arts  
Committee  
Salaried Staff Advisory Council  
Small Business Development Center  
Southern University Delaware Programs,  
Directors and Coordinators  
Student Life Professional and Graduate  
Assistant Staff  
Undergraduate Multicultural Focus Group  
Undergraduate Student Government  
University Athletics and Recreation  
University Faculty Senate – Executive  
Committee and Committees for  
Academic Priorities Review, Diversity  
and Affirmative Action, General  
Education, Graduate Studies,  
Instructional Computing and Research  
Support, International Studies,  
Undergraduate Studies, and Welfare  
and Privileges  
University Museums  
University Undergraduate Honors  
Program Students  
UD Association of Retired Faculty  
UD Parents' Advisory Board  
UD Press  
Vision 2015 Implementation Team