UNIVERSITY OF DELAWARE

DELAWARE WILL SHINE

A Blueprint for a Pre-Eminent Learner-Centered Research University

"Scientia sol mentis est"—Knowledge Is the Light of the Mind

The University of Delaware, one of the nation's oldest institutions of higher education, traces its heritage to an academy established in 1743 by the distinguished scholar-schoolmaster Francis Alison. This academy made its mark on the world; indeed, its first students played key roles in the founding of the United States of America.

Today, **the University of Delaware continues its commitment to excellence and consequentiality**. We seek to discover knowledge critical to addressing the grand challenges and great debates of our time, preparing our students as foremost leaders and problem solvers in a global society. The Carnegie Foundation for the Advancement of Teaching classifies the University of Delaware as a research university with very high research activity, placing UD among only three percent of academic institutions in the United States. In 2015, the Carnegie Foundation selected UD to receive the distinguished Community Engagement classification for our scholarly work with community partners to address complex societal issues.

UD has made important strides forward guided by the 2008 Path to Prominence strategic plan. Now, through the campus-driven Delaware Will Shine planning process, we aim to build on our progress and be a model of distinction in higher education with firm commitments to student success, affordability and access. Our goal is to be a pre-eminent *learner-centered* research university led by exceptional faculty and staff dedicated to excellence. Faculty effort, long defined in terms of teaching, research and service, will emphasize *learning, scholarship* and *engagement*, reaffirming that our work must have a meaningful impact for our students and the world.

The University of Delaware's future is firmly predicated on our steadfast commitment to diversity, equity and inclusion. We must strive to be a more open, inclusive community that encourages and supports diversity as a cornerstone of excellence, that harbors a safe and welcoming environment, and that reflects the hopes and dreams of society as a whole. Going forward, the University will be characterized by a spirit of unity and the highest levels of transparent and inclusive decision-making. We will be nimble, collaborative and connected to each other and to our collective aspirations.

This strategic planning process owes its strength to the Blue Hen community—the many talented faculty, staff, students, alumni and community partners who have provided valuable input and who will be essential to our plan's success and its continuing evolution. Delaware Will Shine is designed to serve as a *living document*, launching strategic planning as an ongoing activity across campus, giving the University greater flexibility to adjust our trajectory to pursue emerging opportunities.

We are confident and enthusiastic about our future. Successfully pursuing the University of Delaware's vision as a pre-eminent learner-centered research university will require the engagement and support of the entire UD community, as well as our partners locally, nationally and internationally. Our task now is to understand our collective mission and where each of us can contribute; to align our resources and actions with our goals; to celebrate excellence wherever we find it; and to continue to instill a seriousness of purpose and lifelong love of learning in our students as they, like Francis Alison's first scholars, prepare to change the world.

WHAT WE VALUE

Our Guiding Principles

Five principles, identified during the 2008 Path to Prominence strategic planning process, continue to guide our progress. They are at the core of the University's mission and inspire a commitment to addressing the grand challenges of our time. All members of the University community align their efforts and contextualize their work to support our guiding principles.

- **Delaware First**. The University of Delaware affirms our commitment to the citizens of Delaware. UD's excellence will be a continuing source of pride for the state and its citizens. We will remain a top, affordable higher education destination for Delawareans; we will be outstanding partners on mutually beneficial projects with communities across the state; and our scholarship, innovation and entrepreneurial spirit will drive economic prosperity.

- **Diversity.** The University of Delaware seeks, respects, values and embraces diverse backgrounds, experiences and perspectives. This culture is crucial from the perspective of equity and justice, and it is essential for educating global citizens, improving learning outcomes, developing knowledge and enhancing societal impacts.

- **Partnership.** The University of Delaware creates and capitalizes on innovative partnerships for economic and community development that enrich scholarship, research and creative activity, enhance curriculum, teaching and learning, and ultimately contribute to the public good.

- **Engagement.** The University of Delaware engages students, faculty, staff and alumni in the most compelling social, cultural, artistic, and scientific challenges of our age that transcend traditional disciplinary boundaries, requiring a focus on creativity and discovery, and the collaboration of experts from multiple fields.

- **Impact.** The University of Delaware ensures that our ideas, our expertise and our students will make a significant difference in the world and that the University's innovation, excitement and accomplishments are known throughout Delaware, academia and around the globe.

WHAT WE WILL DO

A Pre-Eminent Learner-Centered Research University

The landscape of higher education in the United States has changed dramatically over the past decade. Shifting demographics, rapid technological advances and increasing financial pressures require a reassessment of the mission of the contemporary American research university.

The University of Delaware is in an exceptional position to address these concerns. We have a strong, engaged Board of Trustees and a close working relationship with state and local governments. Most significantly, we have an enormously talented University community eager to advance and improve the excellence, quality and impact of our institution while containing costs.

The University of Delaware will align our strengths in research, scholarship and engagement to be a pre-eminent *learner-centered* research university on an even more welcoming and diverse campus. We will emphasize *learning,*

scholarship and engagement. In doing so, we will expand the breadth and impact of our active learning approaches beyond traditional classrooms, laboratories and fieldwork to include transformative co-curricular activities, experiential studies and community partnerships. Toward these goals, we will develop practices and programs that increase affordability, access and degree attainment while holding excellence and engaging student experiences paramount.

Progress under the Path to Prominence advanced the University in many dimensions. To focus and prioritize our aspiration to be counted among the world's premier research universities, the University of Delaware sets the goal of achieving scholarly productivity, breadth and impact on a per capita basis that will be on par with the top half of the Association of American Universities (AAU) public universities by 2025.

At UD, deeper bonds will be forged between faculty and students, as our students unleash their knowledge and skills, take intellectual risks, and benefit from the guidance of our faculty. In the process of generating new knowledge and solving real problems, our students will uncover and intensify their individual strengths and purpose. In serving others, they will find the passion that powers their lifework.

This direction underscores the University of Delaware's primary approach to develop critical thinkers who value diverse perspectives—responsible and ethical leaders and problem solvers, who are civically engaged, global citizens. It is a direction in which the University has been steadily innovating:

- UD has been a pioneer in problem-based learning (PBL), in which students explore a complex problem and work collaboratively toward a resolution. The Interdisciplinary Science and Engineering Laboratory (ISE Lab) is an example of an active classroom initiative, where students in small groups are guided through problems drawn from real-world examples.

- The Horn Program in Entrepreneurship at the Venture Development Center delivers educational programs built on a foundation of experiential learning, faculty guidance and active engagement with business owners, thought leaders and the broader entrepreneurial ecosystem. Increasingly, students, faculty and staff members, as well as alumni and community residents, participate in its activities.

- The Interdisciplinary Humanities Research Center is distinguishing itself nationally by exclusively supporting collaborative research and creative activity and its integration into the curriculum. The center has seeded popular interdisciplinary minors in areas of signature strength at UD, such as political communication and environmental humanities, and is opening a new chapter of integrative research, instruction and scholarly communication practices in the digital humanities.

- UD's Science, Technology and Advanced Research (STAR) Campus is taking shape as an innovation center, providing educational opportunities for students while igniting economic growth. Tenant partners will offer internships for our students, as well as collaborative research opportunities. Already at STAR Campus, UD researchers and students and community and industry partners are co-inventing solutions to infant mobility issues and developing electric vehicle-to-grid technology for stabilizing the power grid.

- In 2015, UD has received the Carnegie Community Engagement classification, recognizing the extension and impact of our scholarship to society through work with more than 300 community partners in dozens of locales, from Delaware to Cameroon. UD also has won a coveted NAFSA Senator Paul Simon Award for Comprehensive Internationalization in recognition of our excellence in integrating international education across all aspects of the University.

The University's recently adopted general education goals will provide a framework for achieving our learner-centered objectives. Systematic and institutional innovations in curriculum and delivery will focus on how students—all students—learn. Units such as Professional and Continuing Studies, Cooperative Extension and

Delaware Sea Grant will improve the University's outreach by applying researched principles of adult education to the design of lifelong learning environments.

In this transformative environment, a renewed focus on the *learner*—students, faculty, staff and alumni—will connect our campus community broadly and will offer our students distinct educational and career advantages.

WHERE WE WILL FOCUS

Addressing the Grand Challenges

Inspired by our guiding principles, the University of Delaware will accelerate the integration of our teaching, research, scholarship and engagement into a unique and exciting learner-centered environment focused on addressing the following seven grand challenges of state, national and global significance. Identified through extensive dialogue with internal and external constituents, these challenges represent those areas where the University is best positioned to harness our significant and emerging strengths to solve society's most pressing issues.

Every member of our campus community—faculty, staff and students—should envision where they connect with these grand challenges and how their knowledge, skills, attitudes and efforts can be applied to make a difference. In doing so, we will engage in the great debates and big ideas that will help transform our future.

As a premier global research university, and working with partners around the world, we are poised to align resources and make an impact across these seven themes:

> ***Educating the Global Citizen.*** The need for an educated citizenry capable of navigating our rapidly changing world has never been greater. The University of Delaware will prepare global citizens—individuals who value peace, respect, equity and human rights and who have an understanding of civics, world cultures, the arts, ecology, science, economics and politics. The foundation already has been set: UD's historic strengths in study abroad, including opportunities for students to learn overseas, as well as the development of U.S.-sponsored programs at UD for international students, position us for even greater leadership in transforming global education and scholarship. Increasing the UD community's awareness and integration of our international students and visiting scholars will enrich and strengthen our campus and surrounding community. Internationally active faculty members, student groups and service learning programs will provide even greater global experiences at home and abroad, and strategic agreements with international universities will catalyze innovative educational initiatives for the world.

> ***Advancing Cultural Understanding and Creative Expression.*** Greater understanding of the human experience is crucial to bridging societal divides, just as artistic and cultural expression is essential for stimulating the imagination and renewing the human spirit. The University of Delaware is committed to strengthening local, national and international partnerships through research and engagement efforts that look beyond traditional academic boundaries to more fully integrate the arts, humanities, social sciences, and science, technology, engineering and mathematics (STEM). In collaboration with community, government and industry partners, we will introduce scholars and artists from around the world into our campus life, connecting people of different backgrounds. Through outstanding performing arts, creative work and research we will engage with new ideas and perspectives that sustain and enrich diverse societies and humanity globally.

Bridging Opportunity Divides. The University of Delaware and the local, national and global communities in which UD exists include people from all economic, cultural, racial, ethnic and religious backgrounds, with diverse physical and developmental abilities. The University views diversity as critical to our pursuit of excellence, critical to our future, and critical to our students and their success as we prepare them for future careers and lifelong civic engagement. UD is committed to ensuring that all members of our community have the opportunity to participate fully and realize their whole potential regardless of their identity, background, physical ability or institutional position. Every member of our community will engage meaningfully in institutional life and contribute to the flourishing of others. The University of Delaware will continually strive to ensure that our campus is physically accessible and safe, with zero tolerance for bigotry and harassment. UD will engage in high-impact research and outreach efforts in local and global communities to provide evidence-based perspectives that support fundamental rights, broaden opportunities, increase access to higher education and embrace diversity of all kinds.

Building a Sustainable Economy. Developing a flexible, innovative and entrepreneurial culture for business and economic development is critical to supporting a sustainable global economy. Proactively addressing the tension between fiscal goals, available and renewable natural resources, and broad social well-being will help us find new ways of creating and sustaining prosperity for all. The University of Delaware will ensure that our graduates are entrepreneurial and fully understand the local and global impacts of their decisions, and are able to apply their knowledge and skills to sustainable economic challenges. UD research, scholarship and creative endeavors, conducted through strong public and private sector partnerships locally and globally, will play an essential role in creating new knowledge and applied solutions that reimagine business and industry for the betterment of society.

Improving Health and Wellness. As individuals, families and communities look to embark on the road to a healthier and happier life, they face a multitude of social, economic and environmental hurdles. Fundamental advances in science and engineering provide paradigm-shifting discoveries that transform the treatment, detection and prevention of human disease. Through multidisciplinary, collaborative biomedical research, the University of Delaware will promote the translation of these discoveries into innovations. UD will holistically engage in public and private partnerships to address issues such as health literacy, chronic disease prevention and management, age-related health challenges, mental health, health equity, food systems, nutrition and agriculture, and health policy education. These efforts will build on a solid research foundation across disciplines to design solutions such as new diagnostics, devices, treatment plans, data analytics and care delivery systems. UD will train students to be the health care professionals, research scientists and engineers of the future who will discover creative methods and treatments and shape policies that result in improved health and wellness.

Innovating Energy and Environmental Solutions. The growing human population is impacting food and freshwater resources, compromising natural ecosystems, accelerating declines of plant and animal populations, changing climate and putting pressure on communities at risk across the planet. The University of Delaware is well-positioned to address these complex challenges through cross-boundary approaches that interweave economic, policy, ethical, aesthetic, historical, literary, social, scientific and technological innovations; and through strong partnerships with communities, business leaders and governments searching for sustainable solutions. UD contributes to the global discussion on energy and environmental issues, using local systems and outcomes as models. Emerging fields such as the environmental humanities expand experiential learning beyond STEM and provide more students with the opportunity to engage in fieldwork. As UD leverages its expertise and partnerships, and builds new strengths across and between

disciplines, we are committed to finding energy and environmental solutions that are both sustainable and equitable.

Ensuring Safety and Security. Natural and human forces, from rising seas to cybercriminals, pose challenges for the safety and security of people and their identities, global economies, food, water and energy supplies, and infrastructure ranging from mass transit to financial systems. The University of Delaware will address these challenges and provide new and innovative solutions and policies. This work also will encompass our own campus community, where UD must be ever-vigilant in ensuring the safety and well-being of all. Addressing this grand challenge will require the integration of scientific, technical, cultural, historic, political and economic expertise. This integrated approach will improve understanding of human behavior and develop technologies, policies and best practices to bolster security and safeguard society. These efforts will lead to advances in areas that are currently only in their infancy, yet promise to take on greater importance in our future.

These seven grand challenges provide the framework within which the University of Delaware will align our mission and goals to positively impact the world. Resource allocations and investments will be prioritized primarily in accord with the goals of our grand challenges.

HOW WE WILL IMPACT THE WORLD

Advancing Our Commitment to Excellence through Five Strategic Initiatives

The University of Delaware sets five strategic initiatives through which UD will address these grand challenges: (1) to foster an open and accepting campus culture; (2) to develop innovative academic programs; (3) to strengthen our world-class research and scholarship; (4) to advance a safe and healthy campus; and (5) to enhance our collaborations with community partners.

These initiatives require the engagement and participation of the entire University community to achieve our goals and attain new levels of excellence. Each initiative contains a series of recommendations coalesced from input from the University community, as well as suggested measures for evaluating our success.

Strategic Initiative 1: A Welcoming and Collaborative Campus Community

Diversity, defined to include all aspects of human difference, is both a social responsibility and an intellectual commitment. It is required to achieve excellence through learning, teaching, scholarship, student development, institutional functioning and engagement in local and global communities.

Diversity also can be considered in light of learning styles and learning experiences. It encompasses access and intellectual inclusion in curriculum, research and scholarship, service and holistic integration into the academic culture for all members of the University community.

The University of Delaware has made diversity a guiding principle, yet by many measures, we are still striving to meet the expectations this principle implies. Going forward, the University of Delaware will put diversity efforts at the forefront of every undertaking. We will address issues of campus culture and community through open dialogue, inclusive decision-making, clear communication and accountability.

The following are areas where the University community sees both the greatest immediate need and the greatest potential for success.

Priority Recommendations

1. Vigorously foster an inclusive and culturally rich campus united in a spirit of welcome, support and respect and empowered to challenge issues of social injustice. As a model for zero tolerance for bigotry, hate speech and harassment, our diverse campus, will, in turn, enrich and strengthen the surrounding community.

2. Make diversity a cornerstone of the curriculum, one that supports critical thinking, free inquiry and a diverse view of values as skills that students must demonstrate to be successful as global citizens.

3. Set strategic priorities for the recruitment, support and success of faculty members, students and staff members of color, as well as other underrepresented groups and share the best practices of units that are successful in recruiting and retaining students through graduation, particularly students from underrepresented and underserved populations.

4. Continue to recruit, mentor and engage international students, faculty and staff members in our classrooms, across our campus and within our community.

5. Increase opportunities for staff development and appreciation by expanding best practices in Human Resources including the development of career ladders and progression opportunities, supervisor training and accountability, and consideration of recognition and rewards for staff.

6. Increase strategic support for the Associate in Arts Program (AAP), including through the development of STEM field curricula; strengthen the UD identity of AAP faculty, staff and students. Consider the best administrative structure and location for AAP to flourish.

Measuring Our Progress

1. Conduct an annual climate survey and share the results with the University community. Additionally, perform exit interviews to determine why applicants from underrepresented groups for faculty, student and staff positions did not choose UD, or why, as employees, they left the University.

2. Assess the impact of NSF ADVANCE programming on the recruitment, retention and career progression of women faculty and women faculty of color.

3. Utilize the Diversity Index (also known as the Index of Qualitative Variation–IQV) to measure UD's progress on this commitment. Distribute the results online, including data on the academic success of underrepresented students and how UD compares to other institutions.

4. Survey AAP students annually regarding the effectiveness of the program and monitor the number and success of students who progress through AAP to STEM and other fields at UD.

Strategic Initiative 2: Innovative Education Design

Recognized as a national leader in teaching innovation, the University of Delaware provides undergraduate and graduate students with exciting and effective courses and programs. We also constantly evaluate the needs of our students in light of the futures these rich educational experiences will shape.

Accordingly, the University Faculty Senate recently adopted new goals in undergraduate education to prepare students who are:

- Engaged citizens, involved in the world around them and who understand the major challenges and debates of the day;
- Aware of their intellectual strengths and interests and of their ethical values and commitments;
- Capable of interpreting the arts and culture of contemporary and past societies; and
- Equipped with the essential skills necessary to thrive in a rapidly evolving world including the ability to be a lifelong learner, creator and innovator.

UD's educational objectives as affirmed by the Faculty Senate are to produce students who have the ability to read critically, analyze arguments and information, and engage in constructive ideation; communicate effectively in writing, orally and through creative expression; work collaboratively and independently across a variety of cultural contexts and a spectrum of differences; critically evaluate the ethical implications of what they say and do; and reason quantitatively, computationally and scientifically.

For these goals to have the desired impact on undergraduate learning, UD must develop new courses and curricula and support innovative, interdisciplinary instruction more effectively. Faculty designing premier courses will be recognized and rewarded, and their coursework will serve as inspirational models, catalyzing continuous improvement of our instructional programs.

Simultaneously, an investment in fieldwork, internships, and global and other opportunities for extramural engagement will enrich the graduate experience, preparing students for careers within and outside the academy.

Students enrolled in UD's extensive array of non-degree, certificate and online programs also will benefit from innovations in curriculum and delivery, as well as lifelong learners at the Osher Institute. These learners, too, will engage in the grand challenges, great debates and big ideas of the past, present and future.

Priority Recommendations

1. Incubate innovative educational experiences and new interdisciplinary fields of study by bringing together creative thinkers from across UD in a new academic structure, for example, an experimental academy. This structure will support students who want to design their own degree programs guided by faculty advisers and advance scholarship on learning and scalable curriculum delivery.

2. Review and revise Promotion and Tenure (P&T) policies to align with the faculty activities of a pre-eminent learner-centered research university.

3. Consider new approaches to academic majors and instruction, including admitting students into broader areas of inquiry rather than specific majors. Strengthen faculty mentoring and advising for all students and engage every student in greater ownership of their education, guided by their advisers.

4. Identify and address administrative and policy barriers to cross-disciplinary and cross-college collaborations in educational design and delivery.

5. Reward innovative practices and programs that enhance the student experience and educational quality and that optimize the use of resources.

6. Evaluate how to fully leverage the rich cultural programming of the performing arts and special collections of the University Library, UD Museums, University Archives and other significant campus holdings and integrate them into the educational experiences we offer students, including their learning, scholarship and engagement.

7. Integrate engaged scholarship, leadership development and entrepreneurship more widely into academic programs.

8. Develop self-sustaining professional education programs that meet the needs of professionals and that include a dedicated online component. Create robust online certificate and degree programs to support the education of lifelong learners.

Measuring Our Progress

1. Assess the enrollment numbers, academic success, retention and graduation rates of all students, including those in more flexible degree programs compared with those in traditional majors.

2. Assess the impact of admitting students directly to colleges or to University Studies versus directly to majors.

3. Monitor the expansion of entrepreneurship into academic programs. Track the number of faculty teaching entrepreneurial courses, as well as the placement of students in entrepreneurial careers.

4. Track the number of courses and student theses and dissertations that utilize primary research materials from the University's special collections and museums.

5. Survey graduates of UD's professional education programs to assess program impact on career success and advancement.

Strategic Initiative 3: Multidisciplinary Research and Scholarship

A research university's fundamental goal is to promote discovery, creativity and scholarly achievement. Thus, the research enterprise affects the entire UD community, and support for research infrastructure is essential given all of the constituencies and stakeholders involved. Over the past several years, thanks to the productivity of our faculty, staff and students, sponsored research activities have grown considerably at UD, and major achievements also have been made in artistic and humanistic endeavors. But much more opportunity lies ahead.

A stronger investment in graduate education is key to advancing the University's research and scholarly excellence. While several of our graduate programs are nationally recognized, the levels of achievement in graduate education imagined in the Path to Prominence have not yet been realized. Indeed, funding and growth have been stagnant across many graduate programs. Substantial opportunities remain to develop a University-level approach that would expand the graduate educational experience and yield students with a unique set of skills relevant to the global economy, well-prepared for careers within and outside the academy.

Further developing a culture of multidisciplinary research will significantly expand high-profile research and educational initiatives, build and maintain an excellent research infrastructure, and increase the University's research stature. The success of programs that cross disciplines is evident in the recent growth of collaborative research projects, including those that are federally funded. Institutes and programs that foster multidisciplinary thinking often are limited by administrative barriers and by the lack of financial, physical and administrative resources for research and training. Faculty members may be faced with a conflicting sense of responsibility, which inhibits collaboration. We must remove these obstacles for the benefit of our students and faculty.

Priority Recommendations

1. Provide strategic and operational leadership in graduate education through the establishment of a Graduate College that models national best practices and keys on strengthening the University's doctoral programs. Through rigorous review and evaluation, ensure that our graduate programs are the right size and have the stable, multi-year funding necessary to support student progress and success.

2. Faculty members are expected to contextualize their academic work in the grand challenges, great debates and big ideas that define our times.

3. In ten years, double the number of nationally recognized doctoral programs. Also double the number of doctoral students per faculty member in STEM and other targeted fields.

4. Increase the number of prestigious awards received by our faculty (e.g., National Academy of Sciences, National Academy of Engineering, Fulbright, Guggenheim, MacArthur Fellowship).

5. Strengthen UD's multidisciplinary education, research, scholarship, creative and artistic activities by aligning resources and policies, including in faculty P&T and annual appraisals, to facilitate and reward a culture of collaboration and research successes that have consequential impacts on the grand challenges.

6. Strengthen support for research core facilities as well as affiliated laboratories, research development including proposal development, and research communications and outreach. Recognize the critical importance of the University Library, including its special collections, as a core resource for scholarship.

7. Create, expand, consolidate or close programs, centers and institutes based on alignment with the University's mission, resources and excellence, and renovate associated infrastructure accordingly.

8. Significantly enhance Information Technology infrastructure to position UD as an IT leader in supporting student success to graduation, instructional delivery, research support, business practices and cybersecurity.

9. Increase the number of students involved in undergraduate research across campus, through the Office of Undergraduate Research and Experiential Learning, NUCLEUS, McNair and other programs.

10. Cultivate our own future faculty leaders on campus, through mentoring and participation in leadership programs and professional development conferences. Better connect and coordinate leadership programs across campus, perhaps in a virtual institute.

Measuring Our Progress

1. Assess the career placement of UD graduate students through an annual survey of graduating students.

2. Monitor the number of nationally recognized, multidisciplinary doctoral programs and the number of doctoral students per faculty member.

3. Track the number of prestigious awards received by our faculty (e.g., National Academy of Sciences, National Academy of Engineering, Fulbright, Guggenheim, MacArthur Fellowship).

4. Benchmark where UD stands relative to our competitor institutions, including Association of American Universities (AAU) members, in areas from faculty performance to research infrastructure support.

5. Annually measure the number of UD graduate student applications and awards for graduate study from federal and private sources (e.g., NSF Graduate Research Fellowship, NSF National Research Traineeship, U.S. Dept. of Education Graduate Assistance in Areas of National Need).

6. Analyze the number of proposals submitted and awards received for multidisciplinary projects and externally funded center grants.

7. Monitor the number of multidisciplinary degrees and courses offered across campus.

8. Evaluate the effectiveness of our central core facilities, including the University Library, through a program with robust oversight.

9. Track the number of students involved in undergraduate research.

10. Assess succession plans for leadership positions across campus.

Strategic Initiative 4: Campus Safety and Wellness

The University of Delaware works tirelessly to create an environment where people can feel safe to learn, work, live and visit. Every member of our community plays a critical role in campus safety and wellness efforts by practicing good personal safety habits, by promptly reporting suspicious activity and by discouraging careless practices and behavior. Collectively, we will distinguish UD through our commitment to the highest standards of conduct, from the classroom to the playing field, from the residence halls to the town.

To address the serious issue of sexual misconduct, the University has appointed a Title IX coordinator who is leading a wide-ranging effort to improve our victim support services, policies, prevention and education programs. Simultaneously, a Faculty Senate Commission on Sexual Harassment and Assault is charged with making recommendations for the implementation of best practices for preventing sexual misconduct and for addressing sexual harassment and assault allegations on campus.

High-risk student behaviors such as binge drinking pose serious threats to student safety, wellness and academic success. The University of Delaware Campus Coalition for Alcohol and Other Drug Abuse Prevention has been established to explore creative and more holistic solutions to this challenge. Coalition members include students, staff, faculty, bar and restaurant owners, City of Newark officials, and law enforcement.

UD provides numerous opportunities for students, staff and faculty to achieve greater wellness. First-rate fitness facilities, numerous club sports, and programs offering yoga instruction to nutrition counseling enhance the connection between a healthy body and a healthy mind.

Priority Recommendations

1. Develop innovative Student Life programming to offer all UD students rich co-curricular experiences that foster safe and healthy behaviors.

2. Develop and implement best practices in addressing sexual harassment and sexual assault and providing support to victims. Centralize educational and support activities related to gender equity and sexual misconduct.

3. Become a national model for involving parents, alumni and students in reducing binge drinking and other high-risk behaviors.

4. Strengthen and enhance awareness of student, staff and faculty policies and programs pertaining to campus safety, security and wellness. Continually evaluate technologies for crime alerts and emergency notifications and response.

5. Meet regularly with the greater Newark community to discuss initiatives, to assure safety and to foster a mutually enriching relationship between UD students and the community.

6. Engage students from orientation through graduation in a purposeful, serious commitment to academics and co-curricular experiences aligned with future career success.

7. Establish a University coalition focused on student mental health and wellness.

8. Continue to promote UD's first-rate athletics facilities and increase the participation of students, staff and faculty in fitness and wellness programs.

Measuring Our Progress

1. Measure trends in student participation in Student Life programming and co-curricular activities and document the competencies that students develop from such participation.

2. Augment the monitoring of public safety statistics for Clery Act reporting by periodically surveying the campus community about safety and security, making the results public, and engaging in campus- and community-wide discussions of the results.

3. Utilize the Blue Hen Poll, the College Risk Behavior Survey and the National Survey of Student Engagement to measure progress on reducing high-risk behavior among our students.

Strategic Initiative 5: Community Engagement

The University of Delaware is poised to expand its status as a Carnegie engaged university in both character and scope. We will offer students, faculty and staff members increased opportunities to become engaged leaders and global citizens through cultural programming, research-based projects and volunteer opportunities at home and abroad. Working with community partners, we will strive to solve the inequities that confront people locally and around the globe, from economic instability to population growth.

As a Land Grant, Sea Grant and Space Grant university, UD has a long history of community collaborations that are a hallmark of scholarly excellence and real-world applicability. Signature initiatives thrive in a strong partnership model, such as the College of Agriculture and Natural Resources' partnership for avian health with the Delmarva poultry industry—a major economic driver in the region, Delaware Sea Grant's model work with coastal communities to prepare climate action plans in the face of sea level rise, the joint Winterthur programs in American Material Culture and Art Conservation, and the College of Education and Human Development's Delaware Center for Teacher Education. Internationally, UD is working with universities, think tanks and communities in Africa to China to address issues ranging from access to clean drinking water to the preservation of endangered languages.

We must leverage our historic excellence in public outreach, service learning and study abroad achieved by such units as Cooperative Extension, the Center for Community Research and Service, and the Institute for Global Studies. Drawing on these resources and working with our community partners, we have the ability to develop a distinctive model of engagement that will marshal our collective knowledge and experience to address problems faced by communities in Delaware and beyond.

Priority Recommendations

1. Establish an Institute for Public Scholarship and Community Engagement, with empowered leadership and coordinated communications and outreach activities, to develop, amplify and sustain fruitful and reciprocal relationships with community partners in Delaware and beyond. The institute will also serve as the nexus for best practices in externally focused teaching and research, providing a highly visible space where students, faculty, staff, alumni and community members will experience and foster the mutually beneficial tenets of engaged scholarship.

2. Establish an Office of Sustainability to centralize coordination of sustainability efforts across campus and to engage students, faculty, staff and the larger community on issues such as mitigating climate change, transforming our sources and use of energy, and addressing economic and social inequalities.

3. Better integrate globalization across campus and designate the Institute for Global Studies as the coordinating unit for international education programs, policies and outreach programming, reporting directly to the provost. Continue to establish critical international partnerships.

4. Engage more Delaware pre-K–12 teachers and their classrooms in UD research/outreach programs, the traditional and performing arts, teacher professional development and innovative curricula at the School of Education to ISE Lab to the Hugh R. Sharp Campus in Lewes.

Measuring Our Progress

1. Survey the UD campus community annually to assess the participation of faculty, staff and students in community engagement activities and how much UD contributes to the community. Evaluate the impact of these experiences, particularly on our students and partners.

2. Update the UD Climate Action Plan and continue to track annual progress towards its goal to reduce campus-wide carbon emissions by 20 percent by 2020.

3. Annually measure the number of external partners involved in research, scholarship and engagement projects, proposals, research centers and institutes and assess the impact of such partnerships.

4. Annually measure and reward the number and impact of community engagement activities documented in Promotion and Tenure (P&T) cases and in annual appraisals.

HOW WE SHALL SUSTAIN OUR PROGRESS

Implementation Today and Tomorrow

As a campus community, we have identified new opportunities to create a safe, inclusive, learner-centered environment and to boost multidisciplinary scholarship, collaboration and efficiency. Increasing our engagement as a community, locally and globally, also will contribute positively to our campus environment and to our students' future careers.

Establishing and maintaining excellence requires making choices and prioritizing and aligning our resources accordingly. The allocation of resources and infrastructure support should be driven by core academic priorities, namely the pursuit of academic excellence and research prominence based upon our institutional strengths, our inter-institutional relationships, our location, and our Land Grant, Sea Grant and Space Grant missions. To implement this plan, we will do the following:

- Appoint an Implementation Committee, working in partnership with five Action Teams aligned with the strategic initiatives. These groups will report to the provost and collectively will be responsible for timely implementation of recommendations, to monitor progress, and to identify and respond to unanticipated challenges and opportunities as they emerge;

- Provide units across campus with guidance, establish a timeline for action and develop an accountability process working together;

- Communicate the University's progress and priority setting, including multi-year budgetary planning, through an annual "State of the University" presentation by senior administration, in addition to town halls, forums, other events, electronic communications, dashboards and tools;

- Assess progress, based on clearly defined metrics, on an annual basis;

- Enhance our commitment to excellence, innovation and efficiency by all administrative units, providing managers and supervisors with effective leadership training and stakeholders with exemplary service and solutions;

- Recognize, reward and provide career advancement opportunities for staff members;

- Encourage faculty, staff, students and alumni to identify and propose innovative solutions to existing problems through a "Bright Ideas" blog on the Delaware Will Shine website and other avenues; and

- Publicize and celebrate our excellence and accomplishments broadly as a community to continue to elevate UD's visibility and prominence.

As Delaware Will Shine is designed to be an ongoing plan, the many ideas generated through this process will continue to be evaluated as implementation proceeds and priorities are addressed. These ideas will be shared with the University community in the future as online tools for monitoring and tracking progress are completed.

MOVING FORWARD TOGETHER

Delaware Will Shine: A Shared Vision

Delaware Will Shine is the collective effort of the University of Delaware community. We thank the many individuals across campus and beyond who have contributed their hard work, ideas, energy and enthusiasm to this strategic plan's development during more than 100 gatherings, including constituent meetings, town halls,

community forums and thought leader talks, as well as dozens of blog posts on the Delaware Will Shine website and emails.

Each of us plays a significant role in the future of this institution—in the success of our students, who entrust us with their education and well-being; in our commitment to civic engagement, which has characterized this University since our first daring scholars helped found the United States; and through the critical contributions each of us makes in learning, scholarship and engagement.

Together, we will advance the University of Delaware's reputation as one of the world's finest universities, where students gain new knowledge and learn how to use their unique strengths in service to others. Together, we will build loyalty and pride, and enhance our tradition of excellence to inspire desired change and a bright future at the University of Delaware.

 "With a Daring Spirit Bold, Delaware Will Shine!"