



UNIVERSITY OF DELAWARE
**LERNER BUSINESS
& ECONOMICS**

POSITION SPECIFICATION

University of Delaware

Dean, Alfred Lerner College of Business and Economics

January 2023

The University of Delaware (UD) invites inquiries, applications, and nominations for the position of Dean, Alfred Lerner College of Business and Economics. Reporting to UD's Provost, the Dean is responsible for the leadership of the College including the development, operations, and sustained excellence of all academic programs across the College's schools, departments, and interdisciplinary centers and institutes.

THE ALFRED LERNER COLLEGE OF BUSINESS AND ECONOMICS

The Lerner College of Business and Economics (Lerner College), located at the heart of commerce on the I-95 corridor between Washington, DC and New York City, represents a vibrant community of engaged faculty, staff, students, and more than 34,000 alumni. Lerner College's faculty are a prized resource of experts who are leaders in their fields, innovators in education, and noted advisors to business and governmental agencies at the local, regional, national, and international levels. The faculty comprise 163 members across five departments (Accounting & MIS, Business Administration, Economics, Finance, and Hospitality & Sport Business Management), serving nearly 3,300 undergraduate and 1,000 graduate students. There is also an engaged, loyal alumni network that supports our students and programs, both financially and with human capital. The College seeks a new dean who will build on our existing successes while creating new opportunities for our community of faculty, staff, students, and alumni.

Lerner College currently offers 17 undergraduate majors and 16 minors, nine master's programs, and four doctoral programs (Economics, Economic Education, Hospitality Business Analytics, and Financial Services Analytics), with plans to grow its offerings under the guidance of the next dean. The Financial Services Analytics doctoral program is an interdisciplinary program reflecting an innovative collaboration among the Lerner College, the College of Engineering, and JP Morgan Chase. Additionally, Lerner College is a key stakeholder in the SWUFE-UD Institute of Data Science, a joint venture between the University and the Southwestern University of Finance and Economics (SWUFE), a highly ranked university in China. The Institute enrolls 180 students annually who can study in China and the United States. It offers dual degrees from both institutions in three majors (Finance, Management Information Systems, and Operations Management). Lerner College is AACSB accredited both at the college level and in Accounting.

Lerner College's educational excellence is reflected in national rankings. The online MBA program is ranked #28 (of 328 programs) by U.S. News & World Report (2022), while the undergraduate business program is ranked among the top 100 by both Poets & Quants and U.S. News & World Report (2022). Enrollments in Lerner College's undergraduate majors are robust and growing, boasting five of the most popular 25 undergraduate majors across the entire University, with the Class of 2026 representing the largest in Lerner College's 100-year history. Notably, Lerner College's online MBA program is the largest graduate program at the University.

A signature initiative that is centered within Lerner College and reaches out to all colleges and schools is the **Horn Entrepreneurship Program**, now celebrating its 10th year. Horn engages with 105 majors across the University, preparing students to adapt, thrive and lead in entrepreneurial roles with established companies, social ventures, and startups. Since its

inception, Horn has funded \$67MM in student and alumni ventures, and it delivers more than 2,600 hours of mentoring each year.

Lerner College is committed to academic excellence in research and scholarship. With more than half of the faculty having joined the College in recent years, its research profile is expanding. Faculty successes include 37 papers published in top business and economic journals in 2021; 28 Faculty Research Showcases since 2018; over 400 peer-reviewed articles published over the past 5 years and a total of 1300 intellectual contributions, with 52 articles published in Financial Times Top 50 journals since 2019 and 29 articles in UT Dallas's list of Top 24 journals since 2017. There is a concomitant growing recognition of the scholarship of the faculty, spanning from membership in the European Corporate Governance Institute and appointment to editorships in premier academic journals, to receipt of Annual Best Paper Awards, and a faculty member being named as top 1% in research citations. Escalating research growth, recognition and impact will be a central opportunity for the new dean.

Augmenting their work within the academic departments, faculty lead several impactful centers and initiatives. For example, the **FinTech Innovation Hub** is the result of a partnership of the University of Delaware with Discover Bank and Delaware Technology Park. It serves as a hub of innovation and connection for both the Lerner College and the College of Engineering, enabling students to find research opportunities and internships with established and emerging companies, enabling faculty to explore new and expanded research opportunities, and enabling businesses to cultivate new ideas, new collaborators, and new opportunities for growth.

Lerner College is also committed to translating scholarship into outreach. The **Center for Economic Education and Entrepreneurship (CEEE)** provides dynamic and effective professional learning, resources, and programs to K-12 educators and students. Last year, its 146 teacher trainings reached over 2,100 educators and their more than 200,000 students. The **Women's Leadership Initiative (WLI)** provides programming surrounding issues that affect women in business, including *Rise Up*, an executive program to advance mid-level career women in their leadership roles, and *Ascend*, a certificate program assisting female students with leadership and networking skills by connecting them with professional businesswomen.

Our location in the state of Delaware, the preeminent choice for incorporation services for more than one million businesses worldwide, provides unique engagement and educational opportunities for the Lerner College. The **Weinberg Center for Corporate Governance** leverages the College's proximity to the Delaware Chancery Court. The **Trust Management Center** leverages the state's strength in managing trusts and estates. The **Geltzeiler Trading Center** serves as a state-of-the-art trading lab for student learning and the meeting place for the **Blue Hen Investment Club**, which actively manages \$3.3 million of the University's endowment. The award-winning **Vita Nova** student-operated restaurant and Marriott Courtyard hotel are open to the public and serve as learning spaces for the Hospitality Business Management students. Lerner College's **Career Services** contributes to our consistently high average placement rate above 97%, with key programs such as the *Lerner Executive Mentoring Program*, which offers executive mentoring opportunities for all students; the *Lerner Careers on Wall Street program*, which provides intensive training to help students gain internships; and the

Lerner Edge Program, which provides resume and interview support for students and is led by members of Lerner’s Advisory Board, Lerner’s Alumni Board, and the NYC Dean’s Council.

THE OPPORTUNITY

The Alfred Lerner College of Business and Economics is at a defining moment with significant opportunities to elevate the stature of the College through a continued commitment to academic excellence. The new Dean will have an opportunity to shape the future of the College by leading the hiring of a significant number of new faculty. Through fundraising efforts, the new Dean will also be able to shape and fuel Lerner College’s intellectual growth, community outreach, and physical footprint. These efforts, along with a strategic drive for exploration, collaboration and a focus on interdisciplinary research, both within Lerner and across colleges, will provide a launching mechanism for Lerner College to become a Top 50 business school in the United States.

The Role of the Dean

The University seeks a dynamic new Dean of its Alfred Lerner College of Business and Economics who will bring together vision, leadership, and innovation to advance the College’s educational, research, and entrepreneurship programs with a strategic goal to enhance the College’s academic excellence and real-world impact. The Dean will work to build and grow collaborations and synergies throughout the College, across all departments and degree programs, all while facilitating, leveraging, and expanding the many cross-disciplinary research and educational collaborations throughout the University. Fostering a research environment, the Dean will ensure that the College’s strong platform in business and economics translates into scholarly reputation and practices, services, and inventions that improve people’s lives, all while creating strategies to advance the University’s position as both a lead and valued partner in extramurally funded research centers and institutes, and private sector collaborations. The Dean is expected to be an outstanding communicator, both to internal audiences and to federal and foundation funders, the private sector, and philanthropic leaders. Fundraising will be a significant element of the Dean’s responsibilities, ensuring that external resources can enable the vision for the College. The Dean is expected to have a personal track record of excellence and innovation in their own teaching and research programs, and be familiar with the opportunities and challenges facing Business Schools in today’s higher education world.

Candidates should be excited about thriving in an environment that encourages and cultivates strong, positive interpersonal connections; an equal dedication to trailblazing research and outstanding teaching for both undergraduate and graduate programs; and a strong focus on translational entrepreneurship. Candidates should also have commitment to and strategy for governing at an institution that is dedicated to promoting diversity, equity and inclusivity.

The Dean will lead their administrative team in developing and executing strategy to refine appropriate faculty and educational structures, innovate in the curriculum, generate productive relationships with supporters, oversee a financial model that redounds to the benefit of the College, and continue to build connections within Lerner College, across the University, and external institutional partners.

The Dean of the Alfred Lerner College of Business and Economics reports directly to the Provost of the University and serves as a key member of the University's senior leadership team.

Desired Professional Experience and Qualifications

The ideal candidate is expected to be a transformational leader with a demonstrated ability to cultivate and grow the research and innovation agenda, while at the same time upholding a deep commitment to education excellence at all levels. The Provost and the Search Committee will assign priority to those who have established a record of being a highly strategic, results-focused leader, with experience working effectively with a faculty to pursue an ambitious agenda for increased academic excellence, stature, rankings, and extramural research funding. The successful candidate should possess a record of scholarly productivity commensurate with appointment as Full Professor, strong leadership skills, with a proven ability of building relationships, communicating, and interacting effectively with individuals from diverse backgrounds and at all levels, both within the College and in partnership with other colleges and schools. Candidates are expected to have significant experience with private and corporate philanthropy and records of academic innovation and entrepreneurship. Lerner College also invites outstanding candidates from non-traditional backgrounds, who have excelled in business leadership and innovation in government, or the private sector who also bring academic credentials and experience.

In addition to the above, the University expects that the next Dean of the Alfred Lerner College of Business and Economics would address the following priorities:

- Support and build academic excellence in all areas of the College.
- Articulate and implement an inspiring, shared vision and strategic plan for evolution and growth, consistent with the College's aspirations and university priorities.
- Attract and recruit top talent; and recruit, retain and evaluate faculty consistent with the highest standards of scholarship.
- Foster and enable existing centers and institutes toward growth and recognition.
- Advance innovation in business and economics teaching at both undergraduate and graduate levels.
- Build the national and international visibility of the College and its programs to achieve broader awareness of the College's institutional strengths and capabilities.
- Increase revenue generation and lead the college's fundraising efforts from individual donors, corporations, and foundations.
- Develop and cultivate relationships with benefactors, alumni, and friends of Lerner College for the further promotion of its goals.
- Develop a framework of decision making that is transparent and data driven, with data tied to measurable aspirations.
- Sustain and build the collegial culture of the College; and develop and advance strategies to foster diversity and ensure equity, inclusion, and belonging across the College.
- Serve as a personal model of professional collegiality and integrity, operating as both a champion of the College and citizen of the University.

- Have an unwavering sense of integrity, professionalism, and sound judgment.

NOMINATIONS AND APPLICATIONS

Confidential review of applications, nominations and expressions of interest will begin immediately, and will continue until an appointment is made. The University invites inquiries, nominations, and applications. To be ensured of full consideration, interested individuals should provide an electronic version of their curriculum vitae along with a bullet point summary of key accomplishments in each leadership role held. The University of Delaware has retained Ilene H. Nagel, John D. Simon, and Charles E. Kaler of *Education Executives, LLC* to assist with this search. Confidential inquiries, nominations, and applications should be sent via e-mail to:

Ilene H. Nagel, John D. Simon & Charles E. Kaler

Education Executives, LLC

<https://www.edexsearch.com/>

UD.Lerner@edexsearch.com

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

APPENDIX – UNIVERSITY OF DELAWARE OVERVIEW

Institutional Profile

A research-intensive, technologically advanced university with global impact, the University of Delaware traces its roots to the founding of a small private academy in 1743. The University received its charter from the State of Delaware in 1833 and was designated in 1867 as one of the nation’s historic Land Grant colleges. The University celebrated its 275th anniversary in 2018-19 and recently has been reaccredited by Middle States.

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

The University offers a broad range of degree programs (62 doctoral programs, 130 master’s programs, 154 bachelor’s programs, and three associate programs) through its colleges: Agriculture and Natural Resources; Arts and Sciences; Earth, Ocean and Environment; Education and Human Development; Engineering; Health Sciences; Graduate College; Honors College; the Alfred Lerner College of Business and Economics; and the Biden School of Public Policy and Administration. The University’s non-residential Associate in Arts Program provides foundational courses for Delaware- resident students, who then transition to UD’s primary campus in Newark to complete their bachelor’s degrees.

For fall 2022, enrollment totaled 18,062 undergraduates, 4,557 graduate students and 817 professional and continuing studies students for a grand total of 23,436. These students come from across the country and around the globe.

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

For FY 2021, externally sponsored expenditures totaled more than \$255 million, even though the University is not host to an academic medical center. UD is driving discovery for the future. Externally sponsored research totaled \$225M million in FY 2022 (preliminary), a 57 percent increase over the past five years. Since 2009, UD has had 571 patent disclosures, more than 159 patents have been issued and 74 licenses have been executed. Some 32 start-ups have resulted from licensing of UD technology.

The University has endowment assets of more than \$2.1 billion. Its annual state operating and capital appropriation of approximately \$140 million (FY 2022) helps create a sizeable economic

impact in the state. For every \$1 invested by the State, UD produces \$23 in economic activity within Delaware. Overall, the University generates an annual multi-state economic impact of approximately \$5 billion and supports nearly 33,320 jobs throughout the Northeast Corridor.

On Nov. 9, 2017, President Assanis launched *Delaware First: The Campaign for the University of Delaware*, the largest fundraising and engagement campaign in the University's 280-year history. With an initial goal of \$750 million, the campaign was designed to strengthen the institution and raise funds to support the strategic vision, and enhance student resources and experiences, attract and retain outstanding faculty, empower Blue Hen discoveries, enable a transformative campus, and more. The campaign helped establish several key programs such as the Graduate and the Honors Colleges, initiatives around innovation and entrepreneurship, partnerships through the Biden School and the construction of several new buildings around campus, including the Ammon Pinizzotto Biopharmaceutical Innovation Center on the STAR Campus, the FinTech Innovation building, as well as the Whitney Athletic Center, among other strategic projects. On Oct. 7, 2021, President Assanis announced that, after achieving the original goal of *Delaware First* ahead of schedule, the University is extending the campaign and increasing the fundraising goal to \$1 billion. Fueled by the generosity of more than 108,000 donors—on campus and around the world—the momentous milestone was reached on December 21, 2022, well before the Campaign's scheduled end on June 30, 2023.

Leadership and Governance Structure

President Dennis N. Assanis

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

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

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

- Created and formally launched UD's "Finish in Four" plan to increase student success by bringing together existing and new initiatives: Blue Hen Success collaborative advising software/program; advising/academic advocates; pipeline programs; and student life co-curricular programs. Increased undergraduate financial aid by 43% since 2016; and achieved record, all-time high enrollments in all categories of students (in-state, out-of-state, under-represented minorities, international, honors, graduate, and

transfer), despite challenging demographics and environment for international students. UD is especially proud that its four-year graduation rate places is among the top 10 in the nation among four-year public institutions.

- Led an unprecedented faculty hiring effort, in partnership with the Provost, Deans and Chairs, which has resulted in the rejuvenation of the intellectual capital of UD through the addition of 390 new faculty members across campus. This has brought the faculty body from 1,200 to over 1,320 members, more than compensating for attrition and enhancing excellence and diversity. A number of these hires are in interdisciplinary clusters, including biopharmaceutical science and engineering, data science and cybersecurity, and climate science and coastal water management. The University expects future faculty growth in alignment with student enrollment.
- Created an inspiring, bold vision for UD's Science, Technology and Advanced Research Campus — STAR Campus – as a nexus for cutting-edge interdisciplinary research, top-notch academics, community partnerships, entrepreneurship, and economic development. Within just five years, we have transformed a 275-acre blank canvas into a bustling hub of activity, beginning to realize our aspirations for building the university of the future for a new era of opportunity and impact. The STAR Campus is integral to our mission as a 21st century research university, a place that is both intellectual intersection and economic engine, fueled by an urgent commitment to advance knowledge in service to others. With 1,000,000 square feet of state-of-the art new buildings in the first phase of development, and a new train station on site at the Northeast rail corridor, the STAR Campus has emerged as a place of innovation in health, energy and environment, financial technology, and data science services.

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

Provost Laura A. Carlson

Dr. Laura A. Carlson, a distinguished administrator, educator and researcher with more than 25 years of higher education experience became provost of the University of Delaware in June 2022. As the University of Delaware's chief academic officer, Carlson is responsible for the administration and continuous enhancement of all programs of instruction, research and service supporting the academic mission of the University, and for facilitating the success of UD faculty and students. Her priorities are academic excellence; faculty recruitment, development and success; and student achievement and well-being.

Her appointment at UD follows a long and robust career at Notre Dame, where she served in several key leadership roles including vice president, associate provost and dean of the Graduate School. Carlson's primary research interest is spatial cognition – how we mentally represent the places and objects around us. Her work has been supported by grants from the National Institutes of Health and the National Science Foundation. She takes an interdisciplinary approach to her work, publishing with scholars across the fields of computer science, engineering, architecture and linguistics. Carlson is the coauthor of *Functional features in language and space: Insights from perception, categorization, and development*, published by Oxford University Press. Her

research regularly appears in top leading refereed journals. She has served as associate editor for three premier journals in cognition. Carlson was elected to the governing boards of both the Cognitive Science Society and the Psychonomic Society, where she is past chair of the governing board. She was also elected a fellow of the Association of Psychological Science in 2012 and has received several teaching awards.

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

Governance

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

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

UD Faculty Senate. The UD Faculty Senate acts for the entire faculty in coordinating faculty governance at the University, and in exercising the faculty responsibility for oversight of the academic programs, as charged by the University Charter. The Faculty Senate consists of 50 elected faculty Senators, each serving a three-year term, as well as the University President, Provost, Deans of ten disciplinary Colleges and Schools, the Vice President for Student Life, two librarians, and four student representatives. The Faculty Senate meets monthly during the academic year.

Research and Innovation at UD

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

UD is playing key roles in two Manufacturing USA Institutes. UD leads NIIMBL, the National Institute for Innovation in Manufacturing Biopharmaceuticals, in collaboration with the Department of Commerce's National Institute of Standards and Technology. NIIMBL involves more than 180 companies, educational institutions, nonprofits and state governments to advance U.S. leadership in the development and manufacture of prescription medicines made from living cells. These medicines include vaccines, cancer drugs and drugs to treat autoimmune diseases, as well as emerging cell and gene therapies. Expected total investment of all stakeholders is approaching nearly \$500 million, including \$232 million of federal investment.

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

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

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

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

Beyond STAR Campus, more than 80 UD research centers, institutes and core facilities reflect the diversity and rigor of the University's research interests, as well as its commitment to improving the quality of life in Delaware and beyond. Examples include the Charles C. Allen Jr. Biotechnology Laboratory, the Partnership for Public Education, the Data Science Institute, the John L. Weinberg Center for Corporate Governance, the nationally accredited Early Learning Center, the Interdisciplinary Humanities Research Center, and the Disaster Research Center. Also, with several centers and institutes dedicated to renewable energy science, the environment, education and policy (such as the Delaware Energy Institute, Delaware Environmental Institute, Biden Institute, new Gerard J. Mangone Climate Change Hub, and the Center for Energy and Environmental Policy), UD is working on the world's most pressing sustainability challenges. UD scientists are conducting ground-breaking research in solar cells, wind power, vehicle-to-grid technology, green hydrogen and catalysis.

UD is home to two Energy Frontier Research Centers, supported by the U.S. Department of Energy, including the Catalysis Center for Energy Innovation and the Center for Plastics Innovation, where cutting-edge work is underway to break down plastic waste. The UD Center for Hybrid, Active, and Responsive Materials (UD CHARM), one of 19 Materials Research Science and Engineering Centers funded by the National Science Foundation across the U.S., is advancing further innovations in how materials are made, working with diverse teams. UD has a sea-faring research facility, a 146-foot ship named the *Hugh R. Sharp*, at our seaside Lewes Campus. Commissioned into service in May 2006, the R/V *Sharp* is a member of the

University National Oceanographic Laboratory System (UNOLS) fleet, capable of carrying up to 20 scientists on scientific cruises as long as 18 days.

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

The Office of Economic Innovation and Partnerships is centered on long-term productive partnerships, and it facilitates access to space, capital, counsel, and connections that empower entrepreneurs and innovators to accelerate their ideas to market, grow their businesses and form partnerships. UD also is a key partner in the new NSF Innovation Corps (I-Corps) Northeast Hub. It provides researchers with entrepreneurial training, mentoring and resources to form startup companies that translate laboratory discoveries into breakthrough products and services. Other partnerships include the Delaware Innovation Space, Inc., a nonprofit designed in conjunction with the state of Delaware and DuPont to help science-based businesses grow in Delaware and connect students to the work of the most talented innovators. The focus is on key science, technology, engineering, and mathematics areas that align with strengths that both DuPont and UD bring to the venture.

Academics at UD

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

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

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

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

community services, medical technology, music, physical therapy, public administration, and nursing.

University of Delaware Library, Museums and Press

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

Office of Institutional Equity, Diversity and Inclusion

Building and celebrating diversity is crucial in enabling collaboration, openness, trust, and cohesive communities. While building on academic excellence, UD is working diligently to recruit and retain students and faculty from underrepresented groups. It also is enhancing its multicultural curriculum to raise students' consciousness as human beings who can lead and contribute to the opportunities of a society that is diverse, inclusive, and creative. UD provides an open and welcoming campus environment where the unique voice that each of us brings to the conversation is respected. In both 2017 and 2018, UD received the Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity magazine, a national honor recognizing colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. In 2020, President Assanis created the Office of Institutional Equity, Diversity, and Inclusion to improve coordination and better leverage assets in this important area, aligning strategic goal outcomes toward recruitment and retention. This office is under the direction of a newly created senior-level position: the Vice President of Institutional Equity and Chief Diversity Officer, who has responsibilities for strategic leadership, oversight, and visionary activation of a range of services, programs, policies and procedures for faculty, staff and students. This organizational change will also enable UD to realize a more welcoming and inclusive campus environment that models the standards of excellence we strive for in our research, teaching, and service endeavors.

Student Life at UD

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

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

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