EDUCATION EXECUTIVES

UNIVERSITY OF DELAWARE
ENGINEERING

POSITION SPECIFICATION

Dean, College of Engineering
University of Delaware

January 2024

UNIVERSITY OF DELAWARE
DEAN, COLLEGE OF ENGINEERING

The University seeks a forward-looking, engaged, and strategic new Dean of its College of Engineering with a deep commitment to innovation, diversity, and collaborative excellence in research and education. Reporting directly to Provost Laura Carlson, the dean serves as the principal academic and executive officer of the College of Engineering. Applications, inquiries, and nominations are invited.

The College of Engineering at the University of Delaware

The College of Engineering at the University of Delaware is a forefront engineering institution with a vibrant and inclusive community of nationally- and internationally- recognized scholar- educators. The College plays a pivotal role within the University and the state, and its faculty have an exceptional track record of advancing technological and educational innovation through partnership with industry, government, academic, and medical institutions across the Mid-Atlantic region. The College has helped spur the creation of major campus infrastructure that connects interdisciplinary partners across UD and beyond, and has leveraged its role within a land, sea, and space grant institution to impact and transform local and national agriculture, space research, and coastal conservation initiatives. UD Engineering is a destination for extraordinary education, transformational research, and engaged service to the state of Delaware and the nation.

Encompassing *seven departments*, over 20 academic programs, and *20 research centers* in engineering and computing, the College of Engineering is home to 174 full-time faculty members, 58 research staff, and 280 technical and administrative staff members supporting the scientific, educational, and administrative functions of the College. The faculty are recognized experts and innovators in their disciplines and include nine National Academy of Engineering members in their ranks. Reflecting Delaware's strong trajectory of growth and commitment to excellence in education and scholarship, the 2024 U.S. News & World Report Best Graduate Engineering Programs ranked the University of Delaware's engineering programs 42nd overall. Four engineering specialty disciplines offered by the College rank in the top 50 nationally, including top 10 rankings for the Chemical Engineering graduate (No. 7) and undergraduate (No. 5) programs.

Delaware engineers are driving discoveries in critical domains ranging from the sustainability of the nation's energy infrastructure to the design and production of new biopharmaceuticals, the transformation of plastics waste into new materials, and disaster resilience along US coastlines. Innovations such as these have driven a period of remarkable growth in engineering and computing research at UD, with the College's research expenditures exceeding $126 million in FY2023—a 76% increase from FY2019—and the College of Engineering comprising approximately half of the university's total research portfolio. College faculty launched five new federally funded centers in the past three years—the $11 million Center for Plastics Innovation (DOE EFRC), $12 million Delaware Center for Musculoskeletal Research (NIH COBRE), $18 million Center for Hybrid, Active, and Responsive Materials (NSF MRSEC), $17 million Coastal Hazards, Equity, Economic Prosperity, and Resilience (NSF CoPe), and $8 million Center for Clean Hydrogen (DOD). College faculty also lead major, cross-cutting university-level institutes and initiatives, including leadership of the National Institute for Innovation in Manufacturing

Biopharmaceuticals (NIIMBL), the Institute for Engineering Driven Health, and leadership of key workforce development activities within the MACH2 Department of Energy regional clean hydrogen hub that was announced in October, 2023 by the Biden-Harris administration.

The College of Engineering occupies more than 380K square feet and is a critical part of both the University of Delaware Main Campus and the innovative 272-acre Science, Technology, and Advanced Research (STAR) Campus. Research and education in the College are supported by extensive core facilities and infrastructure including the UD Nanofabrication Facility, BioImaging Center, Center for Data-intensive & Computational Science, Center for Biomedical and Brain Imaging, and W.M. Keck Center for Advanced Microscopy and Microanalysis. The Patrick T. Harker Interdisciplinary Science and Engineering Laboratory (Harker Lab) is a 194,000-square- foot facility that is a hub of teaching and research on campus. The STAR Campus plays a pivotal role in expanding the College's footprint and creating opportunities for faculty innovation and entrepreneurship, including the Ammon Pinizzotto Biopharmaceutical Innovation Center and the FinTech Innovation Hub.

Engineering at Delaware offers twelve ABET-accredited undergraduate degree programs, thirteen Master's or Professional Master's programs, nine PhD programs, and a variety of certificates and dual degree programs across its seven academic departments. In the 2022-23 academic year, the College awarded more than 550 undergraduate degrees and 260 graduate degrees. The College currently enrolls 2,484 undergraduate students (43% in-state) and 1,057 graduate students. The College student body is diverse, with 28% women, 17% from underrepresented groups (domestic URM), and 12% first generation.

The intra- and extra-curricular programming across all College of Engineering academic departments gives students a breadth of skills while also allowing for technical specialization. Undergraduate programs are centered on acquiring real-world skills to address the Grand Challenges of Engineering. All engineering disciplines share a common first semester curriculum, and a unique engineering undecided admissions designation allows students to select their major after the first semester. There are seventeen minors, ranging from Environmental Sustainability to Cybersecurity, that allow students to delve deeply into technical specializations. Enrichment programs, such as Delaware Innovation Fellows, Study Abroad, and the Honors Program, blend intra- and extra-curricular experiences and living- learning opportunities. The College of Engineering Resources to Inspire Successful Engineers (*RISE*) Program, celebrating its 50th anniversary, provides a bridge pathway, professional development opportunities, scholarships, and other resources to support the success of undergraduate students, particularly from historically underrepresented backgrounds. At the graduate level, interdisciplinary programs ranging from *neuroscience* to *data science* to *quantum science and engineering* complement the traditional disciplinary programs and offer unique opportunities for collaborative research training.

UD Engineering is known for hands-on learning that reinforces fundamental engineering concepts through experimentation and design. All academic programs have dedicated instructional laboratories and capstone design experiences. The College supports three academic makerspaces, namely, the MakerGym (open access), the iSuite (Electrical, Computer, and Cybersecurity Engineering) and Design Studio (Mechanical Engineering). The Design Studio, which recently underwent a $15M renovation, is one of the most utilized academic makerspaces in the country, supporting 700 students per semester and 250 course projects.

The Opportunity and Role of the Dean

The Dean of the College of Engineering is the chief academic and executive officer of the College, reporting directly to the Provost of the University, and serving as a member of the University's senior leadership team. The Dean is responsible for creating and sustaining a culture of collaboration, innovation, and excellence within the College and working with the other deans at the university to strengthen and expand the College's many cross-disciplinary collaborations. The Dean will work with faculty to create and implement strategies to advance the University's and College's position as a leader and valued partner in education, externally- funded research, and private sector collaborations.

Administratively, the Dean will manage professionals with expertise in finance, information technology, communications, development, and academic and student affairs. Fundraising and financial oversight will be significant responsibilities for the Dean, who will secure external resources to advance the College's mission and enable new and renewed facilities, including a new building. The Dean will oversee an annual operating budget of approximately $80 million and sponsored expenditures budget of approximately $126 million. The Dean will lead the College as it develops and executes strategies that support faculty and educational programs, generates productive relationships with alumni and supporters, and builds connections within the College, across the University, and with external institutional partners. The Dean must exemplify a positive and engaged leadership approach, ensuring that the College remains adaptive, innovative, and responsive to the shifting challenges of higher education.

Key Priorities:

- Cultivate and sustain excellence and improve departmental and college rankings;
- Advance the reputation, visibility, and prominence of UD Engineering regionally, nationally, and internationally;
- Cultivate and drive a climate of collaborative excellence and innovation through diversity that is built on teamwork, mutual respect, and communication;
- Develop and employ a process that makes strategic, data-driven decisions about resource investment;
- Energize the College and cement its connection to institutional and state priorities by working collaboratively with the University President and campus leaders to envision, fundraise, and build new and revitalized engineering spaces on STAR and Main campuses;
- Facilitate master planning and fundraising for new state-of-the art engineering building;
- Recruit, develop, retain, and support talented and diverse faculty and staff;
- Invest in the highest-quality research, including supporting the growth and sustainability of existing and new engineering-led, large-scale centers and institutes;
- Sustain and expand on a climate that values and rewards excellence and innovation in undergraduate and graduate education;
- Improve diversity, equity, and inclusion by setting, and achieving, specific goals in partnership with the UD Office of Institutional Equity and state and regional minority serving institutions;
- Collaborate with leaders across the University's nine other Colleges and Schools to leverage and build on institutional strengths;

- Partner with the UD Research Office and Office of Economic Innovation & Partnerships to support the expansion of entrepreneurship activities on campus;
- Engage with and contribute to UD Government Relations' efforts to boost economic development, job growth, and community engagement in Delaware;
- Advance and expand fundraising efforts by engaging a broader and deeper donor base; and
- Define the College's institutional and external portfolio and reputation and further delineate Delaware's expanding philanthropic pipeline and portfolio of institutional collaborations and industry, academic, and government partnerships.

Desired Professional Experience and Qualifications

The next Dean of the College of Engineering will have the vision, engagement, and integrity required to guide the College through the next phase of growth in its research and educational programs. The ideal candidate will demonstrate the organizational and communication skills required for leadership of a large and complex enterprise and should have a record of creating and sustaining a collegial, inclusive, supportive, and respectful climate. Candidates should demonstrate a commitment to transparent, fair, and data-driven decision-making. Candidates also should demonstrate a commitment to and strategy for governing at an institution that is dedicated to promoting diversity, equity, and inclusivity. The successful candidate should possess a record of scholarly productivity and excellence commensurate with appointment as Full Professor and should demonstrate a capacity for building relationships and interacting effectively with individuals from diverse backgrounds and at all levels, both within the College and in partnership with other colleges and schools. The Dean must be an outstanding communicator and highly visible leader prepared to engage with diverse internal audiences as well as with private, federal and foundation funders, the corporate sector, and philanthropic organizations. The ideal candidate should demonstrate a commitment to academic excellence, and have experience with top engineering programs.

The next Dean of the College of Engineering will have:

- An earned doctorate and record of research and teaching commensurate with appointment as a Full Professor in one of the College's departments;
- Proven outstanding scholarship;
- A transparent and consultative leadership style that stimulates collaboration and builds both trust and partnerships within the College, across the university, with other institutions, and with alumni;
- Capacity to lead and implement strategic plans, including the ability to build consensus, exercise sound judgment, make difficult decisions, and take thoughtful risks to invest in the College's future;
- Experience as an administrator with a track record of successful values- and data-driven decision making and effective organizational leadership;
- A history of promoting and supporting a culture of high-quality teaching, ensuring academic programs meet rigorous standards of excellence while evolving to meet changing industry and workforce needs;
- A keen understanding of finances, resource allocation, and the ways in which budgets both reflect and enable the realization of academic priorities;
- A record of setting and achieving specific and significant goals that build a more diverse, equitable, and inclusive community;

- An understanding of the physical and equipment infrastructure required by a top tier engineering college, including experience in making strategic decisions with respect to such investments;
- Demonstrated fundraising experience and / or the personality traits and skills required to be successful in fundraising endeavors; and
- Excellent communication skills enabling effective representation of and advocacy for the college both within and outside the university.

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 email to:

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

Education Executives, LLC
https://www.edexsearch.com/

UD.Engineering@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 the Middle States Commission on Higher Education reaffirmed its accreditation of the University in 2022, commending it for its progress.

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 (66 doctoral programs, 149 master's programs, 163 bachelor's programs, and four 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 Joseph R. Biden, Jr. 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 2023, enrollment totaled 18,812 undergraduates, 4,449 graduate students and 960 professional and continuing studies students for a grand total of 24,221. These students come from across the country and around the globe.

The 2024 U.S. News and World Report ranks UD No. 76 among top national universities in the United States, No. 36 among the nation's top public universities, and it includes 20 UD graduate programs among the top 100, and 10 programs in the top 50 in the nation, spanning all colleges.

The most recent U.S. News ranking placed six undergraduate programs among the top quarter in the nation, including a ranking of No. 5 for the undergraduate program in chemical engineering. The University has endowment assets of almost $2 billion. Its annual operating budget is more than $1 billion. The FY24 state operating and capital appropriation of approximately $200 million (a record year in the past decade) helps create a sizable 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 $5.5 billion and supports approximately 35,320 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 history. With a goal of $750 million, the campaign was designed to strengthen the institution and raise funds to support the strategic vision, and in particular, student scholarships, endowed professorships, graduate fellowships, research, facilities and experiential learning opportunities across UD. The campaign helped establish the Graduate College and the Honors College, 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, as well as the Whitney Athletic Center, among other strategic projects. On June 30, 2023, the University successfully concluded the most comprehensive fundraising and engagement campaign in its more-than-280-year history. The campaign ended with a record-breaking 113,402 University supporters contributing more than $1.05 billion.

Research and Innovation at UD

UD is driving discovery for the future. For FY 2023, externally sponsored expenditures for research and public service totaled more than $289 million, even though the University is not host to an academic medical center. In particular, externally sponsored research totaled $237 million in FY 2023, a nearly 40% increase over the past four years. Since 2009, UD has had 678 patent disclosures, 192 patents have been issued and 92 licenses have been executed. Some 38 startups have resulted from licensing of UD technology.

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 200 companies, educational institutions, nonprofits and state governments to advance U.S. leadership in the development and manufacture of prescription medicines 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 90 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, one of 19 Materials Research Science and Engineering Centers funded by the National Science Foundation across the United States, 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.

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; increased undergraduate financial aid by 43% since 2016; pipeline programs; and student life co-curricular programs. Achieved record, all-time high enrollments in all categories of students (in-state, out-of-state, under-represented minorities, international, honors, graduate, transfer), despite challenging demographics and environment for international students. UD is especially proud that its four-year graduation rate has placed it among the top 10 in the nation among primarily residential 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 469 new faculty members across campus since 2016. This has brought the faculty body from 1,136 to over 1,237 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, 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.

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.

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 64 elected Senators, each serving a three-year term, as well as the University President, Provost, Vice President for Research, Scholarship & Innovation, Deans of ten disciplinary Colleges and Schools, and the Vice President for Student Life. The Faculty Senate meets monthly during the academic year.

University of Delaware Library, Museums and Press

UD 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, 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 enables 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.