



University of Delaware President Position Profile

The University of Delaware's Board of Trustees and the Board's appointed Presidential Search Committee invite inquiries, applications and nominations for the position of **President of the University of Delaware** (UD).

The University of Delaware has a storied tradition of academic excellence, from its roots extending back to when it was a small private academy started in 1743, to the research-intensive, technologically advanced institution it has proudly become today. 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. Today, UD is a Land Grant, Sea Grant and Space Grant institution, state-assisted, yet privately governed. *U.S News and World Report* ranks UD among the top 30 public universities.

UD ranks among the nation's top 100 universities in federal research and development support for science and engineering. For FY 2014, research expenditures totaled more than \$200 million, notwithstanding the fact that the University is not host to an academic medical center. The University has an endowment of more than \$1.5 billion.

In addition to its Georgian-inspired main campus in Newark, Delaware, UD has locations across the state – in Wilmington, Dover, Georgetown and Lewes. The University offers a broad range of degree programs (three associate programs, 139 bachelor's programs, 126 master's programs and 61 doctoral programs) through its seven colleges. The University is home to 18,000 undergraduates, more than 3,700 graduate students, and more than 700 students in professional and continuing studies; students come from across the country and around the globe.

The distinguished faculty includes internationally known authors, scientists and artists, including a Nobel Laureate, Guggenheim and Fulbright fellows, and members of the National Academy of Sciences, National Academy of Engineering and the American Association for the Advancement of Science.

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.

Among the recent initiatives is the University's transformation of a 272-acre parcel, the site of a former auto assembly plant, into the Science, Technology and Advanced Research (STAR) Campus – a space that combines business, research, education, entrepreneurship and more, offering tremendous opportunity for innovation and growth. STAR Campus is currently home to UD's Health Sciences Complex, California-based Bloom Energy's East Coast fuel cell manufacturing center, and UD's eV2g (electric vehicle-to-grid technology) project.

Table of Contents

- [UD's Next President](#)
- [UD at a Glance](#)
- [Academics & Research](#)
- [Student Life](#)
- [Alumni](#)
- [University Resources](#)
- [UD Regional Campuses](#)
- [Administrative and Governance Structure](#)
- [Application and Nomination Procedures](#)

UD's NEXT PRESIDENT

In contemplating the major challenges and opportunities in the decade ahead, the Presidential Search Committee has articulated the following list of goals, which includes, but is not limited to, a desire for UD's next President to:

- Develop, along with the Trustees, faculty, staff and the entirety of the UD community, a bold, innovative and creative vision for UD's future that includes: an emphasis on globalization, sustainability, and interdisciplinary and inter-school/college entrepreneurial initiatives; a plan for the further development of STAR Campus; a plan for the increased role of technology to enhance education and research; a strategy to further the connection between UD research and the promotion of economic development and technological advances; and an appreciation and recognition of the importance of the humanities as well as the sciences, the arts as well as athletics, and the social sciences as well as engineering. UD has set for itself 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;
- Explore additional ways in which to guarantee that undergraduate and graduate students enjoy the full benefits of attending a research university, that experiential learning opportunities are widely provided, and that there is a greater collaborative, intellectual symmetry between UD's many schools and colleges;
- Understand and embrace the role that UD has played in higher education, and appreciate and communicate the significant academic accomplishments of UD's faculty and students to all constituents;
- Determine in what academic areas to invest, such that the model and the vision for UD's future reflects the challenges and opportunities of a 21st century research university, while respecting what has made UD noteworthy in the past;
- Build a strong infrastructure for supporting diversity and inclusion, ensuring that students of all backgrounds succeed and excel at UD and in their future careers, and recruiting a diverse faculty and staff to help educate and mentor students;
- Be a charismatic, thoughtful, strategic leader who embraces open communication and transparency, and fosters an environment in which the open exchange of ideas is a hallmark of the University, particularly at a time when the paradigms of higher education are shifting, and calls for greater accountability and a justification of long standing traditions are mounting;
- Build and lead a collaborative team of administrators who, along with the President, will recognize the value of partnering actively and easily with the Trustees, faculty and staff to sustain and enhance UD's reputation and to ensure its upward academic trajectory;
- Assess the current administrative and budgetary structure in order to ensure that the budget model going forward is sustainable and reflects best practices, and that all administrative procedures are in compliance with best practices to protect and preserve the University's mission and mandate;
- Be adept at articulating and implementing a compelling vision for the UD's future that will inspire generous individuals, corporations, and foundations to support the University philanthropically, in order to successfully complete the upcoming fundraising campaign;
- Be an active participant in fundraising, working with key donors and the Vice President of Development and Alumni Relations;
- Partner with business and elected leaders throughout the state, to guide and support policy development for education statewide and to foster entrepreneurial enterprises and job growth in Delaware and the region;
- Build a bench for leadership, such that a succession plan for every key University administrator is in place, and regularly evaluated and updated;

- Address the challenges students face, by virtue of increasing student loan debt and, for too many, a highly challenged job market upon graduation;
- Be a visible and approachable presence on campus, engaging with faculty, students and staff;
- Be an iconic ambassador for UD and the full panoply of its values, initiatives, and activities throughout the state of Delaware and beyond; and
- Be a model of humility, integrity, and, above all, have a sense of ethics and fairness that permeates and characterizes all decisions.

The ideal candidate will possess the experience, professional qualifications and personal attributes to be effective and successful in addressing the opportunities and challenges identified above. S/he must have a thorough understanding of U.S. higher education and its role in economic development. S/he should be an experienced leader, able to inspire others, with a genuine desire to be part of the UD campus community. S/he should have a strong commitment to shared governance, and welcome the input of UD's various constituent communities, while being able to make timely and effective decisions.

In keeping with UD's status as a national research university, the successful candidate should have outstanding academic credentials with a record of significant intellectual achievement, or equivalent professional experience of distinction, with a record of success in senior leadership positions within a complex organization.

UNIVERSITY OF DELAWARE AT A GLANCE

The University of Delaware traces its roots to 1743 when a petition by the Presbytery of Lewes, Delaware, expressing the need for an educated clergy, led the Rev. Dr. Francis Alison to open a free school at his house in New London, Pennsylvania. Alison's first class was most distinguished, with students becoming statesmen, doctors, merchants and scholars. Particularly worthy of note, Thomas McKean, George Read and James Smith would sign the Declaration of Independence; Read would also sign the U.S. Constitution.

By 1765, Alison's school had relocated to Newark, Delaware, where it received a charter as the Academy of Newark in 1769. Newark College opened as a degree-granting institution in 1834 and was renamed Delaware College in 1843. A Women's College opened in 1914 with 58 students, and in 1921, the two coordinate colleges joined together to become the University of Delaware.

Since 1950, UD has quadrupled its enrollment and greatly expanded its faculty and academics, its physical plant and its influence in the world. In fact, UD is often credited with having invented study abroad, with the first group traveling to Paris in 1923. Today, UD offers programs on all seven continents, and nearly 40 percent of students study overseas. UD has received the Andrew Heiskell Award for Innovation in International Education from the Institute for International Education. UD is especially proud of its commitment to providing a global education, and to the steps it has taken to be a global research university.

As referenced earlier, in 2009, the University purchased a 272-acre parcel of land adjacent to campus that previously had been an auto assembly plant. The site, referred to as STAR (Science, Technology and Advanced Research) Campus, was acquired to allow for expansion of UD's educational and research opportunities, providing UD a wealth of possibilities for innovation and collaboration with business as it moves forward. Driven by UD's commitment to experiential-based learning, the site will host businesses that will provide internships for students, research opportunities for faculty and more. STAR Campus is committed to becoming a dominant economic engine for the State of Delaware.

UD is home to seven colleges which provide courses for 23,000 students, by more than 1,200 full-time faculty, supported by approximately 3,000 full-time staff.

Guiding Principles

The following five guiding principles identify UD's core values. They emerged from the [Path to Prominence](#) strategic plan, adopted in May 2008.

- **Delaware First**: UD affirms its commitment to the citizens of Delaware. UD's excellence will be a continuing source of pride for the state and its citizens. The University will remain a top, affordable higher education destination for Delawareans. The University will be an outstanding partner on mutually beneficial projects with communities across the state. Its scholarship, innovation and entrepreneurial spirit will drive economic prosperity.
- **Diversity**: UD 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**: UD 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**: UD 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**: UD ensures that its ideas, its expertise and its 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.

Strategic Plan

Completed in 2015, the campus-driven [Delaware Will Shine](#) strategic plan strives to realize UD's vision as a pre-eminent learner-centered research university. It seeks to expand the breadth and impact of active learning approaches beyond traditional classrooms, laboratories and fieldwork, to include transformative co-curricular activities, experiential studies, and community partnerships.

Inspired by the guiding principles above, UD seeks to accelerate the integration of teaching, research, scholarship and engagement into a learner-centered environment focused on addressing the following seven grand challenges of state, national and global significance: Educating the Global Citizen; Advancing Cultural Understanding and Creative Expression; Bridging Opportunity Divides; Building a Sustainable Economy; Improving Health and Wellness; Innovating Energy and Environmental Solutions; and Ensuring Safety and Security.

UD will address these grand challenges through a set of five strategic initiatives: A Welcoming and Collaborative Campus Community; Innovative Education Design; Multidisciplinary Research and Scholarship; Campus Safety and Wellness; and Community Engagement.

ACADEMICS AND RESEARCH

Academics

UD offers a broad range of degree programs (3 associate programs, 139 bachelor's programs, 126 master's programs and 61 doctoral programs) through seven colleges:

- College of Agriculture and Natural Resources
- College of Arts and Sciences
- Alfred Lerner College of Business and Economics

- College of Earth, Ocean, and Environment
- College of Education and Human Development
- College of Engineering; and
- College of Health Sciences.

U.S. News and World Report ranks a number of these programs amongst the most preeminent in the nation, including, but not limited to chemical engineering, physical therapy, public affairs, criminology, nursing and education.

The University offers a robust Honors Program, 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, 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 an uninterrupted transition from the associate degree program to a bachelor's degree program in the junior year.

On average, approximately 92% of Newark Campus freshmen return for their sophomore year, and approximately 79% graduate within five years. UD has been accredited by the Middle States Association of Colleges and Secondary Schools since 1921. The University's accreditation was reaffirmed in 2011, and its next self-study evaluation is scheduled for 2016. 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.

Research

During the past decade, external funding for UD research has steadily increased, and now exceeds \$138 million a year. For FY2014, the sources of these expenditures included:

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|---|-------|
| • National Science Foundation | 19.2% |
| • U.S. Dept. of Health and Human Services | 15.3% |
| • U.S. Dept. of Defense | 11.9% |
| • State of Delaware | 10.9% |
| • U.S. Dept. of Energy | 8.8% |
| • Other Federal | 14.3% |
| • Other | 19.5% |

More than 75 research centers and institutes at UD reflect the diversity and rigor of UD's research interests, as well as its commitment to improving the quality of life in Delaware and beyond. With several centers dedicated to renewable energy science, education and policy (such as the UD Energy Institute and the Center for Energy and Environmental Policy), UD is working on the world's most pressing energy sustainability challenges. UD scientists are conducting ground-breaking research in solar cells, wind power, vehicle-to-grid technology, next-generation magnets and catalysis. UD is going green as well, with a 2-megawatt wind turbine that powers UD's campus in Lewes, Delaware; a shuttle fleet which includes two zero-emissions hydrogen fuel cell buses; and a 2,000-panel solar installation on three campus rooftops that gives UD the third-largest solar capacity of all East Coast colleges.

The Charles C. Allen Jr. Biotechnology Laboratory is part of UD's Avian Biosciences Center, which provides unbiased information to the public, industry and regulatory agencies on poultry health, avian genomics, environmental compatibility and food safety. The Delaware Biotechnology Institute, based in the Delaware Technology Park, is a partnership of government, academia and industry to help establish Delaware as a center of excellence in biotechnology and the life sciences. The John L. Weinberg Center for

Corporate Governance proposes progressive changes in corporate structure and management through education, research and interaction with the business and legal communities. The nationally accredited Early Learning Center serves children ages six weeks to 12 years in a model early care and education facility and provides research opportunities to UD students in early childhood education, physical therapy and psychology. The list goes on.

UD has a sea-faring research facility, a 146-foot ship named the *Hugh R. Sharp*. Commissioned into service in May 2006, the R/V *Sharp* can carry 14 to 20 scientists on cruises up to 18 days in duration. It typically operates in the coastal waters from Long Island, NY, to Cape Hatteras, NC, as well as Delaware Bay and Chesapeake Bay. Projects occasionally require the vessel to work as far north as the Gulf of Maine, as far south as Florida, and as far offshore as Bermuda.

UD is extremely proud of its commitment for making research an integral part of the undergraduate experience, such that UD's undergraduates realize the full benefit of attending a research university. Over 1,000 undergraduates participate in research each year.

STUDENT LIFE

UD's rich academic offerings are enhanced by a vast array of campus programs and activities available to all students. There are 11 departments within the Division of Student Life charged with implementing and strengthening the co-curriculum. Additionally, there are more than 350 active student organizations on campus, providing opportunities for service, learning, socializing and personal growth. Organizations cover such topics as entrepreneurship, sustainability, the performing arts, activism, media, cultural pursuits and religious activities. UD has an active Greek system, with approximately 25% of undergraduate students choosing to affiliate with a fraternity or sorority. UD also offers U.S. Army and Air Force ROTC programs.

UD offers 21 varsity sports, which compete in the NCAA Division-I as a member of the Colonial Athletic Association (CAA). The athletic teams are known as the Fightin' Blue Hens (named after the state bird) with a mascot named YoUDee. The Fightin' Blue Hens football teams have won six national titles, including the NCAA I-AA Championship. In addition, the Blue Hens have won eleven CAA Championships since joining in 2001: one for the women's 2004 field hockey team; the 2007-2010-2011 men's lacrosse teams; the 2014 men's basketball team; the 2005-2012-2013 women's basketball teams; the 2007 women's volleyball team; the 2012 men's soccer team; and the 2010 football team.

Approximately 45% of undergraduate students and 95% of first-time first-year students live in residence halls. Facilities include 48 residence halls and 93 other buildings that accommodate undergraduates, students with families and graduate students. The University recently opened a large residence hall complex and will open another one this fall. In addition to this new construction, UD recently renovated several other residence halls, as well as renovated and expanded the student recreation center, which is now state-of-the-art and receives high praise from students. University Housing operates five dining halls across campus.

42% of undergraduate students are male; 58% are female. 62% of undergraduate students and 78% of graduate students are from out-of-state. 14.3% of undergraduate and 10.5% of graduate students are underrepresented minority students.

ALUMNI

UD has more than 165,000 living alumni. This total represents all 50 states and several countries, with nearly 75% living in the Mid-Atlantic. In FY2014, 8.8% of undergraduate alumni financially supported the University. Their gifts contributed to the University's successful fundraising year of more than \$63 million raised.

UD alumni have contributed to a number of fields and professions. A few of the many notable UD alumni include:

- Joe Biden, Vice President of the United States and former U.S. Senator
- Jill Biden, Second Lady of the United States
- Chris Christie, Governor of the State of New Jersey
- Robert Gore, Inventor of Gore-Tex
- Chuck Lewis, Founder of Center for Public Integrity
- Susan Stroman, Five-time Tony Award winner and American theatre director/choreographer
- David Plouffe, Chief Strategist for the 2008 Presidential Campaign of Barack Obama
- Daniel Nathans, Nobel Prize-winning microbiologist
- Leonard P. Stark, Chief Judge of the U.S. District Court for the District of Delaware, Rhodes Scholar
- James W. Wagner, Current President of Emory University
- Wayne Westerman, Developed revolutionary computer technology, based on human touch, used in Apple's iPhone
- Rich Gannon, Former Oakland Raiders quarterback who played 18 seasons in NFL
- Joe Flacco, Baltimore Ravens quarterback
- Mary Patterson McPherson, Former President of Bryn Mawr College and Former Executive Officer of the American Philosophical Society
- Tom Degnan, Named a 2007 "Hero of Chemistry" by American Chemical Society
- Suzanne Thomassen-Krauss, Senior textile conservator for Smithsonian's National Museum of American History who led the 14-year project to conserve the Star-Spangled Banner

UNIVERSITY RESOURCES

UD's financial health is enviable in today's challenged world for higher education. For FY2014, Total Operating Revenues were \$908.1 million, including \$117.0 million from State Appropriations. Net Assets at the end of FY2014 were \$2.41 billion, up 10% from \$2.18 billion in FY2013, and up 40% from \$1.72 billion in FY2010. The endowment at the end of FY2014 was \$1.53 billion, up 18% from \$1.30 billion in FY2013, and up 40% from \$1.09 billion in FY2010. Change in Net Assets data can be found [here](#).

Annual full-time undergraduate tuition and fees for 2014-15 are \$12,342 (in-state) and \$30,692 (out-of-state). Room and board is \$11,558. Total undergraduate costs for 2014-15 are \$23,900 (in-state) and \$42,250 (out-of-state).

Facilities, Real Estate and Auxiliary Services has primary responsibility for the stewardship of the University's physical properties. There are 447 buildings (235 academic, 165 student residence and service, and 47 administrative) across 2,011 acres in Newark, Wilmington, Dover, Georgetown and Lewes. Over the past several years, UD has invested in extensive new construction and renovation – over 1.4 million square feet of building space – including many residence and dining halls, labs and core facilities, classrooms, recreation facilities, lounges and common areas. 40% of this newly constructed or renovated space was built to LEED (Leadership in Energy and Environmental Design) standards.

Particularly noteworthy is UD's Harker Interdisciplinary Science and Engineering Laboratory (Harker Lab), a hub of teaching and research on campus. Completed in 2013, the 194,000 square-foot facility brings together students and faculty from various disciplines to teach, learn and conduct research in a collaborative environment. Research provides content for the curriculum, and students learn through the exploration of real-world problems. No classroom holds more than 48 students. Four problem-based learning instructional laboratories feature lab spaces adjoining classrooms so students can discuss a problem and then

immediately test a solution. The building's eight general instruction classrooms and learning laboratories all include the latest in educational technology and mobile furniture, allowing for flexibility of seating arrangements to suit group or individual work. The research wing houses core facilities for teams of researchers, including: a nanofabrication clean room; an advanced materials characterization lab; and Keck Microscopy Facility.

UNIVERSITY OF DELAWARE REGIONAL CAMPUSES

Dover Campus

The Paradee Center in Dover is the Kent County hub for Cooperative Extension programming for the University, business, government and civic and corporate institutions throughout the county.

Georgetown Campus

In Georgetown, the University operates the Carvel Research and Education Center, which as the hub for Sussex County Cooperative Extension is home to educators and agents providing educational programming. The facility also includes 325 acres of farmland for agronomic research and 25 acres of natural areas. Also located in Georgetown is Lasher Laboratory, the primary poultry diagnostic laboratory in the state, providing rapid and comprehensive diagnostic services to commercial poultry producers, as well as the owners of small noncommercial hobby and backyard flocks.

Hugh R. Sharp Campus in Lewes

The Hugh R. Sharp Campus in Lewes serves as the research and teaching base for faculty in marine biosciences and oceanography. The 62-acre campus comprises offices, classrooms, two primary laboratories, a fully equipped modern library and electronic meeting facilities. The harbor is home to state-of-the-art research vessels, including the 146-foot flagship, the R/V *Hugh R. Sharp*. Also on the Sharp Campus, the University Conference Services operates the Virden Retreat Center, which offers six meeting rooms, video conferences, overnight lodging in 23 guestrooms and meal service.

Wilmington Campus

The Wilmington Campus on Pennsylvania Avenue features two conference centers: the historic Goodstay Center, with meeting and dining rooms, the Gold Room and the Grand Ballroom, all restored to preserve the spirit of the 18th century, and the modern Arsht Hall, which offers 17,000 square feet of meeting space designed to accommodate seminars, workshops and association gatherings. Arsht Hall is also the home of the popular Osher Lifelong Learning Institute in Wilmington, a membership organization for adults 50 and over to enjoy classes, teach and exchange ideas. In addition, the University operates the Downtown Center on Eighth Street in Wilmington, which offers open enrollment and customized education, training and consulting to meet professional development needs.

ADMINISTRATIVE AND GOVERNANCE STRUCTURE

The Board of Trustees

UD is governed by a constitutionally autonomous Board of Trustees, which consists of 28 members, together with 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 of whom serve as ex officio members.

Eight of the Trustees are appointed by the Governor. 20 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.

A current organizational chart for UD is available at <https://www.udel.edu/aboutus/orgchart.pdf>.

UD Faculty Senate

The UD Faculty Senate acts for the entire faculty in coordinating faculty governance at the University of Delaware, and in exercising the faculty responsibility for the education and care of students, as charged by the University Charter. The Faculty Senate consists of 56 elected Senators, each serving a three-year term, as well as the University President, Provost, Deputy Provost for Academic Affairs, Deputy Provost for Research & Scholarship, College Deans (7), and the Vice President for Student Life. The Faculty Senate meets monthly during the academic year.

APPLICATION AND NOMINATION PROCEDURES

A Presidential Search Committee, including eight Trustees, four members of the UD faculty, and one representative each from the staff, student body, alumni and parent communities will review all candidates for the position of President, and will recommend the strongest candidates to the UD Board of Trustees for final consideration.

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae/resume, and a bullet point summary of the leadership roles they have held, their scope of responsibilities in each, and major accomplishments. A letter expressing interest is optional. All nominations and applications should be sent to:

Dr. Ilene H. Nagel and Dr. Jett Pihakis
Consultants to the Search Committee
Russell Reynolds Associates
Higher Education Practice
UD.President@russellreynolds.com

The appointment date is open. However, to ensure full consideration, materials should be received as soon as possible. Review of nominations and applications for the position will commence immediately and continue until the position is filled. References will **not** be contacted without the prior knowledge and approval of the candidate. All candidate information will be held **in strict confidence until an announcement of the new President is made**. To assure sensitivity toward the positions presently held by nominees and applicants, the search will be conducted in strict confidence until an appointment is made and announced. To ensure absolute confidentiality, there will be no public meetings on campus or elsewhere for semi-finalist or finalist candidates.

Candidates are urged to review all information and documents posted on the [University of Delaware presidential search website](#) and the [University of Delaware website](#).

***The University of Delaware is an equal opportunity/affirmative action employer dedicated to the goal of building a culturally diverse and pluralistic university community committed to teaching and working in a multicultural environment.
Potential applicants who share this goal are encouraged to apply.***

The material presented in this position profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Delaware documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.