



Delaware Will Shine

Creating Our Future

University of Delaware Strategic Planning Initiative

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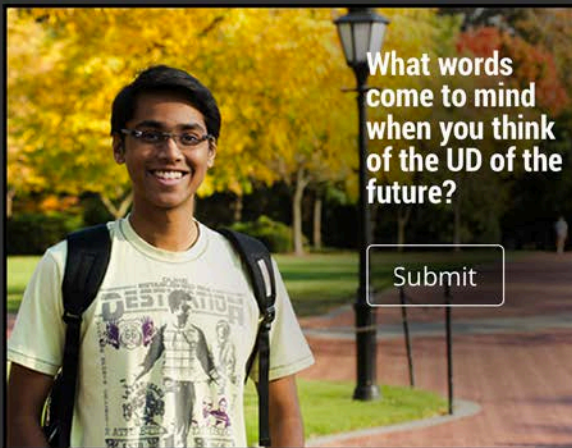
CREATING OUR FUTURE



Announcements and Events

In the year ahead, leading thinkers from outside the University will be invited to campus to help inspire our next steps forward.

[Share your nominations](#)



What words come to mind when you think of the UD of the future?

[Submit](#)



Our Timetable

Submit your thoughts and ideas

[Email us today](#)



Charlie Riordan

*Deputy Provost for Research and Scholarship;
Professor of Chemistry and Biochemistry*

Tracey Bryant

Director, Research Communications

James Jones

*Professor of Psychological & Brain Sciences;
Director, Center for the Study of Diversity*

Debra Hess Norris

*Henry Francis du Pont Chair in Fine Arts;
Chair, Department of Art Conservation*

Rick Andrews

Deputy Dean, Lerner College; Professor

Bahira Trask

Professor, Human Development & Family Studies

Nancy Targett

*Dean, College of Earth Ocean & Environment;
Professor*

Peggy Bottorff

Associate Provost; Chief of Staff

Ismat Shah

*Professor of Materials Science and Physics &
Astronomy*

Lynn Snyder-Mackler

*Alumni Distinguished Professor of Physical
Therapy*

Donald Sparks

*S. Hallock du Pont Professor of Plant and Soil
Sciences; Director, Delaware Environmental
Institute*

Paul Brewer

Professor of Communications

Kristi Kiick

*Deputy Dean, College of Engineering; Professor of
Materials Science & Engineering*

Matt Kinservik

*Vice Provost for Faculty Affairs; Professor of
English*

Nancy Brickhouse

*Deputy Provost for Academic Affairs; Professor,
Education*

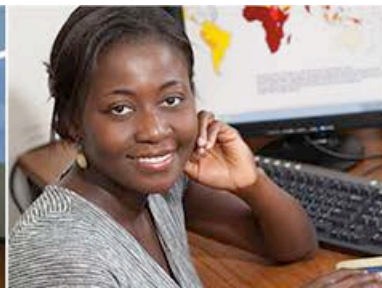
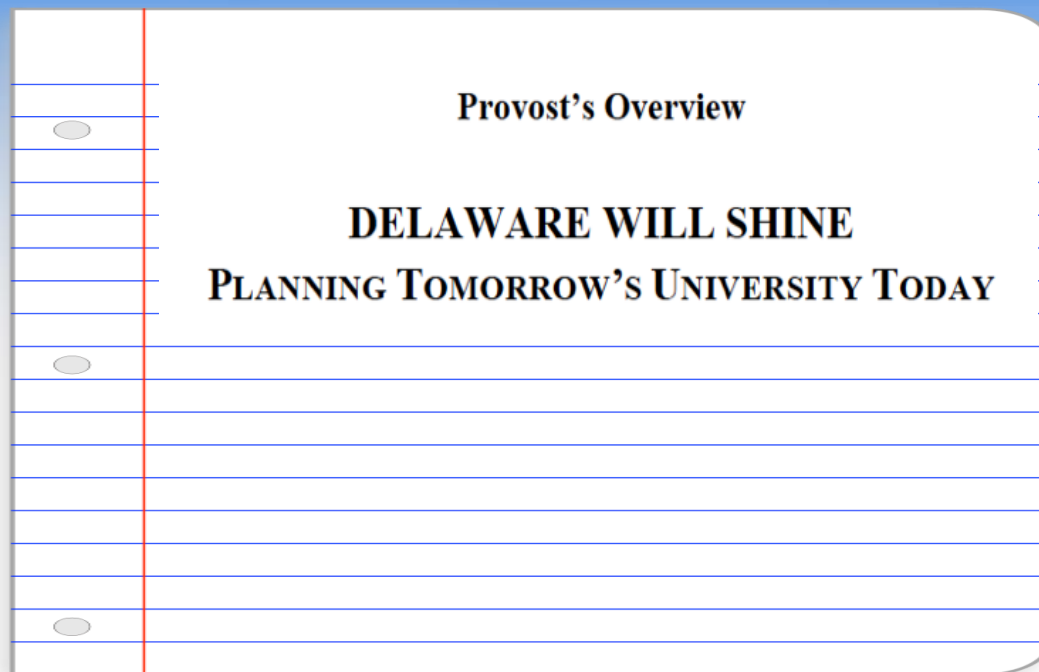
Report Delivered in Winter/Early Spring 2015

Inspirational

Attainable

Implementable

Sustainable



Grand Challenges/ Great Debates/Big Ideas

Co-Chairs:

Paul Brewer, Professor of Communication

Nancy Targett, Dean, College of Earth, Ocean,
and Environment; Director, Delaware Sea Grant



Charge: Identify areas of state, national or global significance where UD is best positioned to engage via consequential research, teaching and service initiatives using existing resources, new and existing alliances, and where we have reasonable opportunities on which to capitalize.

Grand Challenges/Great Debates/Big Ideas

Working Group

Mike Bowman

*Associate Director, Office of Economic
Innovation and Partnerships*

Bintong Chen

*Professor, Department of Business
Administration; Director, Institute for
Financial Services Analytics*

Rachel Davidson

*Professor, Department of Civil
and Environmental Engineering*

Marsha Dickson

*Chair, Department of Fashion and
Apparel Studies*

Jennifer Wood Eddy

*Doctoral Student, College of Arts
and Sciences*

Thomas Epps

*Thomas and Kipp Gutshall
Associate Professor of Chemical
and Biomolecular Engineering*

Liz Farley-Ripple

*Assistant Professor, School of
Education*

Colette Gaiter

*Associate Professor,
Department of Art*

Cole Galloway

*Professor, Department of Physical
Therapy*

Mckay Jenkins

*Cornelius A. Tilghman Professor
of English*

John Koshy

*Master's Student, College of
Engineering*

Chris Lucier

*Vice President for Enrollment
Management*

Hilary Mead

*Researcher, Delaware Education
Research and Development Center*

Blake Meyers

*Chairperson, Department of Plant
and Soil Sciences*

Matt Oliver

*Assistant Professor, School of Marine
Science and Policy*

Michelle Rodgers

*Associate Dean, College of Agriculture
and Natural Resources; Director,
Cooperative Extension Service*

Joel Rosenthal

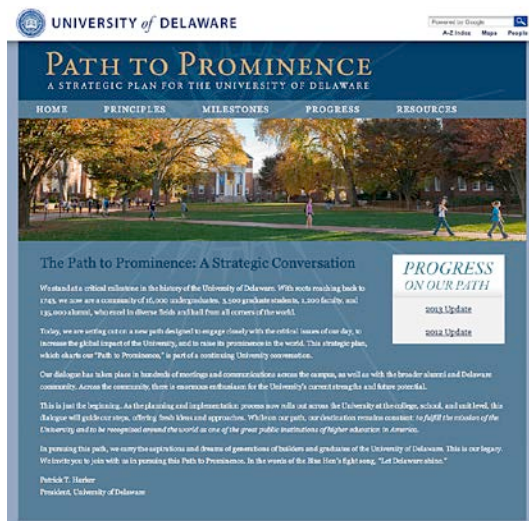
*Assistant Professor, Department of
Chemistry and Biochemistry*

Sustaining and Accelerating the Advance

Co-Chairs:

Rick Andrews, Deputy Dean,
Alfred Lerner College of Business and Economics;
Professor, Department of Business Administration

Bahira Trask, Professor,
Department of Human Development and Family Studies



Charge: Assess the University's current strategic plan to identify successes and unfinished initiatives that should be abandoned or propagated into the future.

Sustaining and Accelerating the Advance Working Group

Ravi Ammigan

*Director, Office for International Students
and Scholars*

Doug Buttrey

*Professor, Department of Chemical and
Biomolecular Engineering*

Cesar Caro

*Doctoral Candidate, Department of Physics
and Astronomy*

Bob Hampel

Professor, School of Education

Muqtedar Khan

*Associate Professor, Department of Political Science
and International Relations*

Chris Knight

*Associate Professor, Department of Kinesiology
and Applied Physiology*

Francis Kwansa

*Associate Professor, Department of Hotel, Restaurant,
and Institutional Management*

Kent Messer

*Unidel Howard Cosgrove Chair for the Environment;
Director, Center for Experiential and Applied Economics*

Lynnette Overby

*Professor of Theatre; Chair, UD Community Engagement
Commission*

Karen Rosenberg

Professor, Department of Anthropology

John Sawyer

*Associate Provost, Office of Institutional Research
and Effectiveness*

Art Trembanis

*Associate Professor, School of Marine Science
and Policy*

Patricia Plummer Wilson

*Vice President and Chief of Staff, Office of the
University President*

Models for the New American Research University

Co-Chairs:

Kristi Kiick,

Deputy Dean, College of Engineering

Matthew Kinservik,

Vice Provost for Academic Affairs



Charge: Reflect on best practices and emerging opportunities and to consider new, innovative and effective options concerning institutional organization, curriculum and delivery, and resource utilization.

Four subgroups:

Academic Organization

Curriculum and Delivery

Infrastructure

Resource Analysis

Models for the New American Research University

Working Group

ACADEMIC ORGANIZATION:

Jack Baroudi

Associate Dean for Graduate and Executive Programs;
Professor, Department of Accounting, Lerner College of
Business and Economics

Jennifer Buckley

Assistant Professor, Department of Mechanical
Engineering

Christopher Castillo

Doctoral Candidate, Department of Mathematical
Sciences; President, Graduate Student Government

Clara Chan

Assistant Professor, Geological Sciences

Iain Crawford

Professor, Department of English; Director, Office of
Undergraduate Research and Experiential Learning

Tanya Gressley

Associate Professor, Animal and Food Sciences

Danielle Imhoff

Undergraduate Student (Senior), College of Arts and
Sciences

Robin Marks

Associate Director, Career Services Center

Mary Ann McLane

Professor, Department of Medical Laboratory Sciences

Tony Middlebrooks

Associate Professor, School of Public Policy and
Administration

Jeanette Miller

Associate Director, Delaware Environmental Institute

Beth Morling

Associate Professor, Psychological and Brain Sciences

Dana Veron

Associate Professor, Department of Geography and
School of Marine Science and Policy

Carol Vukelich

L. Sandra and Bruce L. Hammonds Professor in Teacher
Education, School of Education; Director, Delaware
Center for Teacher Education

Models for the New American Research University Working Group

CURRICULUM AND DELIVERY:

Jose Aviles

Director, Admissions

Kristin Bennighoff

Senior Associate Director, Honors Program

Emily Bonistall

Doctoral Student, Department of Sociology and Criminal Justice

Jim Broomall

Associate Vice Provost, Professional and Continuing Studies

Meredith Chapman

Director, Digital Communications

Claire Griffiths

Undergraduate Student (Senior), College of Engineering

Fred Hofstetter

Professor, School of Education and School of Music

Paul Hyde

Manager, Academic Technology Services, Information Technologies

Kathleen Kerr

Executive Director, Residence Life and Housing

Del Levia

Professor, Department of Geography

Christopher Meehan

Bentley Systems Inc. Chaired Professor of Civil and Environmental Engineering

John Pelesko

Professor and Chair, Department of Mathematical Sciences

Amy Shober

Assistant Professor, Plant and Soil Science

David Wilson

Interim Associate Dean, College of Arts and Sciences;
Associate Professor, Department of Political Science and International Relations

Models for the New American Research University

Working Group

INFRASTRUCTURE:

Titus Awokuse

Chairperson, Department of Applied Economics and Statistics

Mohsen Badiey

Deputy Dean, College of Earth, Ocean, and Environment

Alan Brangman

Vice President, Facilities and Auxiliary Services

Jeffrey Caplan

Director, Bio-Imaging Center, Delaware Biotechnology Institute

Jason Cash

Deputy CIO, IT-Network & Systems Services

Charles Garbini

Lab Coordinator II, Materials Science

Michael Gladle

Director, Environmental Health and Safety

Christina Hudson

Director, Planning Operation Office of Executive Vice President

John Jungck

Professor, Department of Biological Sciences; Director, Dupont Science Learning Laboratories, Interdisciplinary Science and Engineering Laboratory

Kelvin Lee

Director, DE Biotechnology Institute

Sandra Millard

Associate Director, Public Services, University of Delaware Library

Gerald Poirier

Laboratory Manager, Delaware Environmental Institute

Darcy Reisman

Assistant Professor and Academic Director, Neurologic and Older Adult Clinic, Department of Physical Therapy

Trudy Riley

Assistant Vice Provost, Research Office

Wendy Smith

Associate Professor, Department of Business Administration

Scott Stevens

Director, English Language Institute

Frank Warren

Assistant Director, Animal Care Program, Office of Laboratory Animal Medicine

Models for the New American Research University Working Group

RESOURCE ANALYSIS:

John Barnshaw

Director, Higher Education Consortia, Office of Institutional Research and Effectiveness

Beth G. Brand

Development Office

Sharmayne Burnes

Business Officer, College of Earth, Ocean, and Environment

Doug Doren

Associate Dean for Research, College of Arts and Sciences

Jim Falk

Director, Marine Advisory Service

Kenneth Jones

Alumnus, Business and Economics '80, Alumni Association

Bethany Hall-Long

Professor, School of Nursing

Katie Holden

Financial Analyst, Office of the Provost

Xiaoxia Lou

Assistant Professor, Department of Finance

Angelo Maurelli

Senior Associate Director, Athletics

Julie McGee

Curator of African American Art, University Museums

Jeffrey Palmer

University Registrar

Paul Pusecker

Senior Business Officer, College of Arts and Sciences

Tripp Shenton

Chairperson, Department of Civil and Environmental Engineering

Yushan Yan

Distinguished Engineering Professor and Associate Dean, Research and Entrepreneurship, College of Engineering

Grand Challenges/ Great Debates/Big Ideas



- **Educating the 21st-Century Citizen**
- **Fostering Health and Well-Being**
- **Building a Sustainable Economy and Broadening Prosperity**
- **Innovating Energy and Environmental Solutions**
- **Empowering All People and Bridging Opportunity Divides**

Concept Paper 1.0 Available online

Core Values

- **Innovation/Creativity**
- **Engagement**
(in different forms—with teaching, students, community—and as a two-way process)
- **Multidisciplinary approach**
- **Teamwork/Collaboration**
- **Integrity/Accountability**
- **Fairness/Equality/Respect**
- **Diversity and Inclusion** (in faculty, staff, students, ideas)



Questions

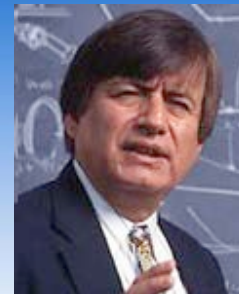
- **Do you have any overall comments on the themes?**
- **Are we missing major themes?**
- **Do you see yourself fitting into the themes?**
- **Who else should we be talking to?**

September 29th



Pat Harker, UD President
Making Sense of Higher Ed's Future

October 13th



Richard Tapia, Director, Center for Excellence & Equity in Higher Education, Rice University
The Diversity Crisis in Higher Education: The Need for New Understanding and New Leadership

October 30th



Pamela Matson, Dean, School of Earth Sciences, Stanford University
Challenges & Opportunities for Sustainability Transition: The Role of Universities in Leading Change

March 5th



Earl Lewis, President, The Mellon Foundation
To Be Announced