



DRAFT 11.11.21 Position Description
University of Delaware
Provost

2021

DRAFT POSITION SPECIFICATION

The University of Delaware (UD) invites inquiries, applications and nominations for the position of Provost. Reporting to UD President Dennis Assanis, the Provost is the chief academic officer of the University, responsible for the development, operation and sustained excellence of all academic programs across our colleges, schools, and interdisciplinary centers and institutes.

Position	Provost
Institution	University of Delaware
Location	Newark, DE
Reporting Relationship	President, Dennis Assanis
Website	https://www.udel.edu/

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.

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 three percent 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 (three associate programs, 152 bachelor's programs, 127 master's programs and 60 doctoral 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 2021, enrollment totaled 18,707 undergraduates, 4,586 graduate students and 703 professional and continuing studies students for a grand total of 23,996. These students come from across the country and around the globe.

For FY 2020, externally sponsored expenditures totaled more than \$241.4 million, even though the University is not host to an academic medical center. UD is driving discovery for the future: Externally sponsored research totaled \$184.3 million in FY 2021 (preliminary), a 28 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 in throughout the Northeast Corridor.

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, and it is 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 in the nation, including the No. 1 ranked Physical Therapy Program and 13 others in the top 50, including chemical engineering (#8), criminal justice and sociology (#18), public finance and budgeting (#17), education (#28), public management and leadership (#27), and clinical psychology (#37). Forbes named UD Best Employer in the State of Delaware in 2021, up from #4 in 2020.

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.

UNIVERSITY OF DELAWARE CAMPUSES

Main Campus

Located midway between New York City and Washington, D.C., the University's 954-acre main campus is in Newark, Delaware, a small city of about 25,000. Called "absolutely the most gorgeous anywhere" in The Princeton Review, the campus combines elegant landscaping and classic Georgian architecture with modern, state-of-the-art teaching, research, performance and residential spaces.

STAR Campus

In 2009, the University purchased a 272-acre parcel of land adjacent to campus that previously had been an automobile assembly plant. The site, referred to as the 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. STAR Campus is becoming a dominant economic engine for the state of Delaware. It is already home to UD's Health Sciences Complex and the 10-story Tower at STAR, a performance computing company, a manufacturer of clean fuel-cell power sources, a test zero-emissions vehicle laboratory and incubator space occupied by a dozen startup companies. Impressive recent additions to STAR include the six-story Ammon Pinizzotto Biopharmaceutical Innovation Center, where researchers will tackle some of the world's most pressing health challenges, and the Chemours Company's Discovery Hub, where the global chemical company is conducting its research and innovation work. A FinTech innovation building is currently under construction as a partnership among UD, Delaware Technology Park and Discovery Bank. In addition, a new train station with enhanced access to Amtrak and SEPTA, Philadelphia's regional commuter rail system, has recently been completed.

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.

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 non-commercial hobby and backyard flocks.

Wilmington Campus

The headquarters of the Associates in Arts Program (AAP) program in Wilmington is at the Community Education Building (CEB), located at 1200 N French Street in Wilmington, DE, effective Fall 2021. UD occupies the 8th and 9th floors of the CEB, ~47,500 sf, which includes 14 classrooms and a science lab on each floor. This strategic location allows for stronger student support and pipeline partnerships with CEB tenants, including: Great Oaks Charter School (grades 6-10 and Kuumba Academy (K-grade 8); Wilmington residents, businesses, government entities and community organizations.

The Wilmington Campus on Pennsylvania Avenue features Arsht Hall, which offers 17,000 square feet of meeting space designed to accommodate seminars, workshops and association gatherings and serves as the Wilmington home of the popular Osher Lifelong Learning Institute, 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.

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. The University of Delaware is especially proud that its four-year graduation rate places is among the top ten 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. Continuing on this trajectory, within the next five-seven years, UD's faculty body will have grown to 1,500, with one third being new faces! A number of these hires are in interdisciplinary clusters, including biopharmaceutical science and engineering, data science and cybersecurity, climate science and coastal water management.
- 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 sq. ft. 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 his accomplishments as UD President thus far can be found [here](#).

Before joining UD, he served as provost at Stony Brook University, following a distinguished 17-year career at the University of Michigan.

Dr. Assanis was inducted as a member of the National Academy of Engineering in 2008 for his scientific contributions to improving fuel economy and reducing emissions of internal combustion engines, and for promoting automotive engineering education. He holds five patents and has directed more than \$100 million in research grants and contracts.

Dr. Assanis holds a bachelor of science degree with distinction in marine engineering from Newcastle University in England and four degrees from Massachusetts Institute of Technology: a master of science degree in naval architecture and marine engineering, a master of science in

mechanical engineering, a master of science in management from the Sloan School of Management, and a doctorate in power and propulsion.

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 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, and the Vice President for Student Life. The Faculty Senate meets monthly during the academic year.

THE OPPORTUNITY – Vision in Action

As the 28th President of the University of Delaware, Dr. Assanis recognizes the important responsibility of leadership to build on UD's rich legacy of discovery and engagement to make an impact on the next generation. He joins the campus community in a belief that UD, as a place of intellectual transformation and enlightenment, must be a source of positive change, stimulating faculty, staff, students, alumni and others to make a difference in society. The University's leadership is committed to greater collaboration among colleges and across disciplines.

To this end, Dr. Assanis spearheaded the creation of a new, shared strategic vision with actionable goals to position UD for excellence, growth, and transformative impact over the next ten years and beyond. Inspired and engaged the multiple constituencies of the university community by clearly articulating and communicating UD's strategic plan, anchored by five key institutional priorities, with a commitment to operational excellence. These are:

Prioritizing and Expanding Student Success in the Post-Pandemic Era

Students come to the University of Delaware in pursuit of the knowledge and skills necessary for success, both personally and professionally. Our responsibility is to prepare them to be competitive, collaborative, curious, informed and inspired so they can navigate our increasingly complex world. Furthermore, UD's Graduate College will enable greater cross-disciplinary collaborations, development of dynamic academic programs and extraordinary achievements in discovery, creativity and scholarly productivity. Excellence in graduate education benefits undergraduates by connecting more students to research opportunities and other high-impact experiences. We expect our students to be engaged citizens who are aware of their intellectual strengths and interests, as well as their ethical values and commitments. Our students must be adept at thinking critically, communicating effectively, working both independently and cooperatively, interpreting meaning from the world, and reasoning clearly in whatever discipline

they pursue. This vision of student success is undiminished in the wake of the COVID-19 pandemic, but our work must incorporate the lessons and opportunities presented by this historic event in ways that serve students where they are academically, geographically and socially.

Building a Social Justice Foundation to Support a Diverse, Inclusive and Intercultural Campus

The COVID-19 pandemic brought socioeconomic inequality into stark relief and gave new voice to calls for institutions to address these fundamental disparities for the benefit of our entire community. The University of Delaware continues to be committed to building a campus community that reflects the rich and complex diversity of the human experience, and we will nourish a campus culture that promotes and celebrates excellence for every individual. Diversity strengthens UD, benefits all students and promotes a society that respects differences in identity, belief, ability, background and perspective. Our pursuit of inclusive excellence will enable success by bringing the work of diverse teams to bear on the most complex challenges we face as an institution and as a society. As a university, we are dedicated to the ideals of personal freedom, free speech and free inquiry, and we must always live out those ideals with civility toward one another.

Expanding Interdisciplinary and Global Opportunities

As we have seen with the COVID-19 pandemic and its far-reaching impacts, the most complex problems facing society do not adhere to national and geographic borders or the boundaries of single disciplines; nor can our attempts to address them. We must be fully engaged in the challenges of our world and contribute our expertise in an integrated manner in order to find solutions. As the University of Delaware approaches the 100th anniversary of its pioneering study abroad program, the University recognizes the transformative impact that travel and global study of diverse cultures can have on our students. We are committed to creating even more opportunities to cultivate global citizens who value peace, cooperation and human rights, in alignment with our values for inclusiveness.

Redefining Creativity, Innovation and Entrepreneurship

Throughout the University, our students and faculty must be able to develop creative and innovative solutions to difficult challenges and apply entrepreneurial thought and approaches in everything they do. We will build the ideals of creativity, innovation and entrepreneurship into all curricular and co-curricular programs, so that students learn to question the status quo and embrace opportunities to develop sustainable solutions to the complex challenges they identify. This mindset is essential for preparing our students to succeed in the global knowledge economy, especially as the post-pandemic world rethinks the workplace, healthcare, education, political relationships, international supply chains and more. As an economic engine for our state and region, the University is committed to attracting world-class talent, producing novel technologies and driving meaningful partnerships with scalable impact. We are in the unique position to enrich society with a fresh culture propelled by people who innovate, create, embrace change and take risks.

Reimagining Intellectual and Physical Capital for a Sustainable and Boundless Campus

To fulfill the University's ambitions, we need excellent people, and they in turn need excellent facilities and resources. The COVID-19 pandemic temporarily slowed our growth in these areas, but it also provided the opportunity to reimagine the workforce and the workplace of the future. The growing use of and comfort level with online tools are reshaping ideas about teaching, learning and collaboration. Yet we were also reminded of the power of face-to-face relationships

in cultivating a sense of place and community. Looking ahead, we see the return of personnel growth and continued development of our vibrant campuses, even as we pursue greater remote-work and online-learning opportunities that extend our impact around the world. Still, we are committed to investing in our intellectual and physical capital in a synergistic way that promotes excellent education, research, scholarship and engagement. Our past adherence to the principles of operational excellence positioned the University well to weather the challenges of the pandemic, so we will continue to apply this lens in managing our resources, administrative structures, policies, models and practices.

Delaware First: The Campaign for the University of Delaware

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 several key programs such as the Graduate and the Honors Colleges, initiatives around innovation and entrepreneurship, partnerships through the Biden Institute and the construction of several new buildings around campus, including the Ammon Pinizzotto Biopharmaceutical Center on the STAR Campus, 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.

THE PROVOST

Working with President Assanis, senior leadership, the Deans, the Chairs and Directors, and the faculty, students and staff, the Provost will help to shape and articulate the University's academic and scholarly mission during an exciting time of growth and innovation for UD. As the steward of academic excellence, the Provost is responsible for the administration and continuous enhancement of all programs of instruction, research, advising and mentoring, and for enabling the success of the University's faculty and students. In order to be effective, the Provost must understand each college intimately, embracing its unique vision and facilitating its development, while also facilitating cross-college collaboration and translating and incorporating college goals into a cohesive academic plan that supports and amplifies the total University mission and vision. S/he will work closely with the President, Executive Vice President and Vice President for Strategic Planning & Analysis to align our intellectual and physical capital with the strategic planning and budgeting process. This will require coordinated planning of faculty hiring with undergraduate, graduate and professional education enrollments, other revenue generating initiatives and facilities. S/he will be a key player in enhancing our budget allocation and managerial model for allocating resources within the academic units to meet strategic objectives, while maintaining a strong operational infrastructure.

Under the current organizational structure, those reporting to and working with the Provost on the above initiatives include: Deans of the Colleges and the Biden School of Public Policy and Administration; Deputy Provost for Academic Affairs; Associate Provost and Chief of Staff; Vice Provost for Diversity; Vice Provost for Faculty Affairs; Vice President for Enrollment Management; Vice Provost for Libraries and Museums and May Morris University Librarian; and the ADVANCE Institute.

KEY RESPONSIBILITIES:

Academic planning: The Provost approves and generates plans for academic programs, resource allocation, and innovations in all programs to serve the needs of undergraduate and graduate students and to increase academic excellence of departments and all programs relative to peer institutions, as measured by national rankings. S/he also facilitates, promotes and supports the creation of interdisciplinary programs, inter-divisional collaborations, and cross-college academic initiatives. S/he receives timely reports from the Deans and other officers who have delegated responsibilities for planning and development. This function includes oversight of programmatic planning for academic buildings, with a key role in all space allocation and renovation decisions, working with the Executive Vice President and others to ensure that academic priorities are balanced with cost containment strategies and efficient practices to maximize University resources.

Chief Personnel Officer for Academic Faculty: The Provost oversees the allocation of all faculty positions except those that are endowed or school-funded and restricted by external requirements to a single department or area. S/he oversees faculty hiring, always striving to enhance excellence, and ensuring faculty positions support the strategic plans of the colleges and university, reinvigorate the academic mission by managing effectively retirements and replacement hires, balancing instructional and research needs, and are aligned with revenue projections. S/he establishes and monitors a plan for the recruitment of women, minority and international faculty and graduate students. The Provost maintains current personnel policies and oversees systems of quality assurance for hiring, promotion and tenure of faculty members. S/he oversees the process by which faculty members and their departments or schools prepare for tenure and promotion reviews, and s/he chairs the final review committee. S/he annually reviews for procedural adequacy and equity in all promotion and tenure actions, including those that are not recommended by the Dean and are appealed by the candidate. The Provost is the guardian of University standards for faculty conduct, including ethics in instruction and research, and compliance with relevant laws, and requires that the deans do so as well. S/he consults with the Faculty Senate and relevant employee councils about matters of concern to faculty and staff members.

Student Success: The Provost ensures the effective and efficient use of resources in support of advising, career services and other academic student support services to ensure student success, as measured by increase in retention and graduation rates, number of experiential learning experiences including research and internship opportunities, as well as student outcomes including job placement and increasing median starting salaries. The Provost works closely with the VP of Student Life and the VP of Institutional Equity on enhancing student success through co-curricular, inter-cultural, health and wellness activities; and coordinates with the VP of Enrollment Management improving the access to underrepresented minority and first-generation populations.

Enrollment Planning: The Provost works closely with the President, the Vice President for Enrollment Management and the Vice President for Strategic Planning and Analysis to set strategic enrollment objectives and targets, and to ensure those goals are achieved, including expansion of undergraduate international student population and increase of quality and diversity of students, with efficient utilization of financial resources, including scholarships.

Global Academic Activities: The Provost oversees foreign study, promotion of international study for university students, and appropriate support for students and employees while abroad on university-approved study or university business, including teaching and research.

Key Priorities (not in rank order):

- Foster and advance academic excellence and inspire trust throughout the academic community; build and manage strong, collaborative relationships with faculty, students, staff, senior leadership, trustees, alumni and donors, state and local community officials.
- Operationalize and implement the strategic plan for the academic affairs of the University, especially focusing in the five institutional priorities.
- Continue to improve student success, as measured by metrics such as retention and graduation rates and career outcomes, including starting salaries and job placement.
- Work closely with the Vice President of Institutional Equity and the Deans to advance Diversity, Equity and Inclusion (DEI), across all academic areas, including faculty hiring, promotion and tenure, student programming – curriculum, student support services, including increasing retention and graduation rates for URM populations.
- Continue to enhance the University's global presence, including leveraging existing and creating new strategic partnerships with international institutions to increase research and instructional opportunities for faculty and students.
- Play a key leadership role in advancing a culture of innovation and entrepreneurship (I&E) across the University of Delaware. Focus and alignment of efforts, resources, and outcomes associated with I&E will be reflected in scholarship, research, rewards and incentives, and service among faculty and academic departments.
- Develop a strategic faculty hiring plan in line with a significant opportunity to support the hiring of about 400 distinguished and diverse faculty over the next five to seven years (250 retirements and 150 net new positions) that will advance the academic excellence of the institution, including creating new tuition-generating academic programs and increasing research productivity, as measured by established discipline- and department-specific metrics.
- Grow the Graduate College, creating uniform standards of graduate program excellence, and creating a multi-year graduate enrollment strategy that enables expansion of revenue-generating and high quality, supported graduate programs.
- Lead efforts to efficiently leverage new building opportunities and re-engineer existing academic spaces, including instructional and research spaces, to house planned undergraduate and graduate enrollment expansion, as well as maximize productivity of new and existing faculty.
- Continue to review and realign organizational structures within academic affairs to enable efficient support of the strategic priorities, and partner effectively with shared services units (communications, human resources, IT, budget office, etc.) outside of the academic sector to ensure central and distributed services are efficiently delivered and resourced.
- Assess and foster the appropriate use of technology in the delivery of a 21st century education.
- Create infrastructure to foster interdisciplinary collaboration across campus.
- Serve as key communicator to university and other constituencies regarding academic priorities and initiatives. Ensure the trustees are well informed and connected with the academic priorities of the institution through the Committee on Academic Affairs of the Board of Trustees.

ADDITIONAL INFORMATION

Academics at UD

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 2011, and the University is completing the reaccreditation process in Fall 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, 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 of Delaware 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 the University of Delaware, the surrounding community, the state of Delaware and the nation. The 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).

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 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 Pinizzoto Biopharmaceutical Innovation Center at the heart of UD's Science, Technology and Advanced Research (STAR) Campus. \$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 National Science Foundation 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.

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 director 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.

DESIRED PROFESSIONAL EXPERIENCE/QUALIFICATIONS

Consistent with the responsibilities and priorities described above, the University of Delaware seeks to appoint an individual who brings strong academic leadership to an institution deeply committed to the idea of a strong, cohesive university. The next Provost will have a distinguished record of scholarship in her/his own academic discipline, suitable for a tenured appointment as full professor. S/he will be flexible and nimble in working across disciplines, able to move beyond her/his own field to champion disciplines across every college. S/he will be a collaborative leader, with a demonstrated track record of leading successfully through persuasion, influence and the power of her/his ideas to achieve common goals among diverse stakeholders. The University seeks an academic leader who fosters academic rigor and excellence as extremely high priorities.

UD's next Provost must have a thorough understanding of U.S. higher education and its role in economic development, and be passionate about the educational mission of the University. S/he should be an experienced leader, able to inspire others and build trust, with exceptional listening skills and 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. The next Provost will be a courageous leader with bold vision and the ability to effectively operationalize strategic plans. S/he will have an ability to pivot and adapt as necessary, and a willingness to take ownership and be held accountable. The Provost needs to possess the intellect and capacity to both collaborate closely with the president and others senior leaders on various university-wide matters, and at the same time lead the deans, integrate academic planning across colleges and foster interdisciplinary initiatives.

Other qualities of the next Provost include:

- Proven success in enhancing academic excellence at college, department and program level, as measured by metrics and impact;
- Track record of accomplishments pertinent to the five priorities of UD's strategic plan;
- Commitment to enhancing the quality of student learning and personal/professional development at the undergraduate, graduate and professional levels;
- Entrepreneurial mindset, able to build programs and unafraid to take calculated risks;

- Demonstrated success in hiring and retaining stellar faculty, and cultivating outstanding teaching, research, scholarship, and community engagement.
- Appreciation for the need for the University to promote and engage in disciplinary and multi-disciplinary teaching and research;
- Commitment to implement programs to increase diversity and inclusion among faculty, staff and students;
- Commitment to academic freedom, tenure, shared governance, and other traditional academic values;
- Vision, tact and judgment to set priorities, ability to make difficult decisions and allocate limited resources, and courage of conviction;
- Extensive knowledge of planning and budgeting processes;
- Exceptional relationship-building and communication skills, characterized by honesty, transparency, and the genuine desire to listen to others; and
- Impeccable personal and professional integrity.

PROCEDURE FOR CANDIDACY: 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, Steven R. Lerman 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, Steven Lerman & Charles E. Kaler

Education Executives, LLC

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

UD.Provost@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.