



UNIVERSITY OF DELAWARE
BIDEN SCHOOL

POSITION SPECIFICATION

University of Delaware

Dean, Joseph R. Biden, Jr. School of Public Policy and
Administration

March 2022

The University of Delaware (UD) invites nominations and applications for the position of Dean at the highly regarded Joseph R. Biden, Jr. School of Public Policy and Administration. UD seeks a dynamic, highly accomplished and visionary leader to advance excellence in teaching, research and service initiatives across the School.

Reporting directly to the Provost, the Dean serves as the chief academic and administrative officer of the School, and as such, is instrumental in guiding its future. UD welcomes applicants with an outstanding record of scholarship and excellence in education, significant administrative accomplishments, and a strong engagement with public policy.

THE JOSEPH R. BIDEN, JR. SCHOOL OF PUBLIC POLICY AND ADMINISTRATION

Named in 2018 for UD's most distinguished alumnus, the 46th President of the United States, the Joseph R. Biden, Jr. School of Public Policy & Administration prepares students with the knowledge and skills necessary to engage in research and public service activities to improve the quality of life in communities around the world. The Biden School's faculty, staff, students and alumni create and use interdisciplinary, nonpartisan research and empirically based analysis to inform effective decision-making and policy and to improve leadership and administration. The Biden School partners with organizations from all sectors to discover innovative and equitable solutions to the critical challenges of our time. The Biden School houses three undergraduate programs, six master's degree programs, four graduate certificates, and five doctoral programs focusing on energy and environment, social determinants of health, disasters and recovery, education and social policy, and nonprofit and public management and leadership. The world-renowned faculty conduct research in these areas and help to find solutions to society's most critical issues.

The Biden School includes seven research and public service centers – from the Center for Applied Demography & Survey Research, where data science and digital technology join to serve the public interest, to the Biden Institute, a domestic policy center dedicated to the advancement of social justice, economic opportunity, and civic engagement. With nearly 3,400 graduates, nearly 800 current students, 25 full-time faculty and a legacy of meaningful community impact and engagement, the Biden School is a unit with international stature and unlimited growth and promise.

The Biden School at UD is located in Newark, Delaware, a suburban campus at the center of the Northeast corridor, within driving distance to Washington, D.C.; New York City; Philadelphia; and Baltimore. Surrounded by a diverse community whose demographics reflect the nation, and with a documented record of applying knowledge to address critical policy problems, the Biden School is uniquely positioned to apply scholarship and field-based research to real issues affecting today's world.

THE OPPORTUNITY

The Biden School now finds itself in a defining moment, with the opportunity to elevate its impact throughout the region, across the nation, and in the world. As the world grapples with major issues confronting the future of our planet — including social justice, sustainability, energy and environment, education, health care and much more — the need for strategic, increased civic engagement to ensure a prosperous future is greater than ever.

These and many other challenges position the Biden School to effect transformative change through its educational programs, scholarship and service.

The Role of the Dean

The University seeks a bold and visionary individual who will position the School and its faculty and students as leaders driving global, federal, state and local policy in its many areas of excellence. The School is also seeking a Dean who can provide the vision necessary to develop new potential areas of excellence, through the hiring of new faculty, leveraging connections across the University, deepening the School's research mission and engaging with policymakers across the state and the nation.

Candidates should be excited about thriving in an environment that encourages and cultivates strong, positive interpersonal connections; an equal dedication to pathbreaking research and outstanding teaching for both undergraduate and graduate programs. Candidates should embrace and further the Biden School's model for integrating research, teaching and public service – one of the preeminent and most highly developed approaches to professional education available anywhere. Candidates should also have commitment to and strategy for governing at an institution that is dedicated to promoting diversity, equity and inclusion.

The ideal candidate should be familiar with the opportunities and challenges facing the School of Public Policy and Administration in today's higher education world. The Dean should also have a personal track record of excellence and innovation in their own teaching and research programs.

The Dean should be an outstanding communicator, both to internal audiences and to federal and foundation funders, the private sector, and philanthropic leaders. The Dean will create strategies to advance the University of Delaware's position as both a lead and valued partner in extramurally funded research institutes and private sector collaborations.

The Dean will work to build and grow collaborations and synergies throughout the School, across all departments and degree programs. The Dean will create an environment fostering discovery that advances policy and shapes changes in practice based on scholarship. The Dean should also facilitate, leverage and expand the many cross- disciplinary research and educational collaborations with the other outstanding Colleges at the University.

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

The Dean of the Biden School reports directly to the Provost of the University and serves as a key member of the University's senior leadership team.

Desired Professional Experience and Qualifications

The ideal candidate will be expected to be someone with a proven record of positive transformational change in the fields of public policy and administration. The Provost and the Search Committee will assign priority to those who have established a record of being a highly strategic, results-focused leader, with experience working effectively with a faculty who wish to pursue an ambitious agenda for increased academic excellence, stature, rankings and extramural research funding. The successful candidate should possess a record of scholarly productivity commensurate with appointment as Full Professor, strong leadership skills, with a track record building relationships, communicating, and interacting effectively with individuals from diverse backgrounds and at all levels. Candidates with records of academic innovation and entrepreneurship are especially welcome. UD also invites outstanding candidates from non-traditional backgrounds, who, beyond strong academic credentials and experience, have excelled in leadership positions and driven innovation in government, civil society or the private sector.

In addition to the above, among the aspirations the University has for the next Dean of the Biden School are to:

- Attract and recruit top talent, and recruit, retain and evaluate faculty consistent with the highest standards of scholarship.
- Serve as a personal model of professional collegiality and integrity, operating as both a champion of the School and citizen of the University.
- Advance innovation in integrating research, teaching and public service in education at both undergraduate and graduate levels.
- Develop and advance strategies to foster diversity and ensure equity, inclusion and belonging across the School
- Build the national and international visibility of the School and its programs to achieve broader awareness of the College's institutional strengths and capabilities.
- Sustain and build the collegial culture of the School.
- Increase revenue generation and fundraising.
- Have an unwavering sense of integrity, professionalism and sound judgment.
- Support and build increased excellence in all areas of the School.
- Articulate and implement an inspiring vision.
- Develop a framework of decision making that is transparent and data driven, with data tied to measurable aspirations.
- Encourage and support interdisciplinary scholarship and curricular and programmatic innovation.
- Assess the viability and wisdom of growth and develop a strategic plan consistent with the School's aspirations and University priorities.

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 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 R. Lerman & Charles E. Kaler
Education Executives, LLC
<https://www.edexsearch.com/>
UD.Biden@edexsearch.com

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

APPENDIX – UNIVERSITY OF DELAWARE OVERVIEW

Institutional Profile

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

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

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

For fall 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.

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, and 14 programs in the top 50 in the nation, spanning all colleges. Forbes named UD Best Employer in the State of Delaware in 2021.

For FY 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: In FY 2021, the University's total sponsored expenditures reached \$255.8 million, of which \$184.3 million was research expenditures, a 28% increase over the past five years. Since 2009, UD has had 571 patent disclosures, more than 159 patents have been issued and 74 licenses have been executed. Some 32 start-ups have resulted from licensing of UD technology.

The University has endowment assets of more than \$2.1 billion. Its annual state operating and capital appropriation of approximately \$140 million (FY 2022) helps create a sizeable economic impact in the state. For every \$1 invested by the State, UD produces \$23 in economic activity within Delaware. Overall, the University generates an annual multi-state economic impact of approximately \$5 billion and supports nearly 33,320 jobs throughout the Northeast Corridor.

On Nov. 9, 2017, President Assanis launched *Delaware First: The Campaign for the University of Delaware*, the largest fundraising and engagement campaign in the University's 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 School 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.

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 Pinizzotto Biopharmaceutical Innovation Center at the heart of UD's STAR Campus. The \$165 million center has been called a "game changer" for UD and is expected to drive significant research, workforce training and economic development.

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

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

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

UD is home to two Energy Frontier Research Centers, supported by the U.S. Department of Energy, including the Catalysis Center for Energy Innovation and the Center for Plastics Innovation, where cutting-edge work is underway to break down plastic waste. The UD Center for Hybrid, Active, and Responsive Materials (UD CHARM), one of 19 Materials Research Science and Engineering Centers funded by the National Science Foundation across the United States, is advancing further innovations in how materials are made, working with diverse teams.

UD has a sea-faring research facility, a 146-foot ship named the *Hugh R. Sharp*, at our seaside Lewes Campus. Commissioned into service in May 2006, the R/V *Sharp* is a member of the University National Oceanographic Laboratory System (UNOLS) fleet, capable of carrying up to 20 scientists on scientific cruises as long as 18 days.

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

The Office of Economic Innovation and Partnerships is centered on long-term productive partnerships, and it facilitates access to space, capital, counsel and connections that empower entrepreneurs and innovators to accelerate their ideas to market, grow their businesses and form partnerships. UD also is a key partner in the new NSF Innovation Corps (I-Corps) Northeast Hub. It provides researchers with entrepreneurial training, mentoring and resources to form startup companies that translate laboratory discoveries into breakthrough products and services.

Other partnerships include the Delaware Innovation Space, Inc., a nonprofit designed in conjunction with the state of Delaware and DuPont to help science-based businesses grow in Delaware and connect students to the work of the most talented innovators. The focus is on key science, technology, engineering and mathematics areas that align with strengths that both DuPont and UD bring to the venture.

Leadership and Governance Structure

President Dennis N. Assanis

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

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

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

- Created and formally launched UD's "Finish in Four" plan to increase student success by bringing together existing and new initiatives: Blue Hen Success collaborative advising software/program; advising/academic advocates; increased undergraduate financial aid by 43% since 2016; pipeline programs; and student life co-curricular programs. Achieved record, all-time high enrollments in all categories of students (in-state, out-of-state, under-represented minorities, international, honors, graduate, transfer), despite challenging demographics and environment for international students. UD is especially proud that its four-year graduation rate places is among the top 10 in the nation among four-year public institutions.
- Led an unprecedented faculty hiring effort, in partnership with the Provost, Deans and Chairs, which has resulted in the rejuvenation of the intellectual capital of UD through the addition of 390 new faculty members across campus. This has brought the faculty body from 1,200 to over 1,320 members, more than compensating for attrition and enhancing excellence and diversity. A number of these hires are in interdisciplinary clusters, including biopharmaceutical science and engineering, data science and cybersecurity, climate science and coastal water management. The University expects future faculty growth in alignment with student enrollment.
- Created an inspiring, bold vision for UD's Science, Technology and Advanced Research Campus — STAR Campus — as a nexus for cutting-edge interdisciplinary research, top-notch academics, community partnerships, entrepreneurship and economic development. Within just five years, we have transformed a 275-acre blank canvas into a bustling hub of activity, beginning to realize our aspirations for building the university of the future for a new era of opportunity and impact. The STAR Campus is integral to our mission as a 21st-century research university, a place that is both intellectual intersection and economic engine, fueled by an urgent commitment to advance knowledge in service to others. With 1,000,000 square feet of state-of-the-art new buildings in the first phase of development, and a new train station on site at the Northeast rail corridor, the STAR Campus has emerged as a place of innovation in health, energy and environment, financial technology and data science services.

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

Governance

The Board of Trustees. The entire control and management of the affairs of UD are managed by the Board of Trustees, which consists of 28 members. The Governor of the State, the President of

the University, the Master of the State Grange, and the President of the State Board of Education all serve as *ex officio* members.

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

UD Faculty Senate. The UD Faculty Senate acts for the entire faculty in coordinating faculty governance at the University, and in exercising the faculty responsibility for oversight of the academic programs, as charged by the University Charter. The Faculty Senate consists of 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, Deans of eight disciplinary Colleges and Schools, and the Vice President for Student Life. The Faculty Senate meets monthly during the academic year.

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 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.

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

University of Delaware Library, Museums and Press

UD Library, Museums and Press comes under the purview of the Provost. The main library, Morris Library, sits in the heart of campus on The Green. In addition, there are four branch libraries: the Chemistry Library, the Physics Library, and the Education Resource Center, on the Newark campus, and the Marine Studies Library on the Lewes campus. Four Special Collections and Museums gallery spaces—Mechanical Hall Gallery, the Mineralogical Museum in Penny Hall, Old College Gallery, and the Special Collections Gallery in Morris Library—display rotating exhibitions that are free and open to the public. The editorial office of the UD Press, which publishes scholarly works for

researchers, is situated in Morris Library. The collections of the UD Library support the academic interests of the University and are broadly based and comprehensive. Books, periodicals, electronic resources, databases, electronic books and journals, digitized collections, microforms, government publications, maps, manuscripts, media, political papers, especially of Delaware public officials provide a major academic resource for UD, the surrounding community, the State of Delaware and the nation. UD is home to the Senatorial papers of President Joseph Biden, plus significant special collections of rare items. The UD Library is a depository library for U.S. government publications; a patent depository for U.S. patents; and a repository for State of Delaware publications. Librarians and curators connect students, faculty and staff to these collections and support student success through an extensive program of outreach, programming, and classroom collaboration. The UD Library is a member of several associations and organizations, including the Association of Academic Museums and Galleries, the Association of Research Libraries, Center for Research Libraries, Coalition for Networked Information, the Library Publishing Coalition, and OCLC (Online Computer Library Center).

Office of Institutional Equity, Diversity and Inclusion

Building and celebrating diversity is crucial in enabling collaboration, openness, trust and cohesive communities. While building on academic excellence, UD is working diligently to recruit and retain students and faculty from underrepresented groups. It also is enhancing its multicultural curriculum to raise students' consciousness as human beings who can lead and contribute to the opportunities of a society that is diverse, inclusive, and creative. UD provides an open and welcoming campus environment where the unique voice that each of us brings to the conversation is respected. In both 2017 and 2018, UD received the Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity magazine, a national honor recognizing colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

In 2020, President Assanis created the Office of Institutional Equity, Diversity and Inclusion to improve coordination and better leverage assets in this important area, aligning strategic goal outcomes toward recruitment and retention. This office is under the direction of a newly created senior-level position: the Vice President of Institutional Equity and Chief Diversity Officer, who has responsibilities for strategic leadership, oversight and visionary activation of a range of services, programs, policies and procedures for faculty, staff and students. This organizational change enables UD to realize a more welcoming and inclusive campus environment that models the standards of excellence we strive for in our research, teaching and service endeavors.

Student Life at UD

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

- Amplify Student Voice
- Pursue Equity

- Transformational Collaboration
- Learning and Innovation
- Integrity and Respect

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