

Forward and Forever: The Strategic Plan for The University of Delaware

MESSAGE FROM PRESIDENT DENNIS ASSANIS	2
MISSION	3
CORE VALUES	4
ADVANCING OUR MISSION	5
SERVING THE FIRST STATE	6
APPLYING THE LESSONS OF THE COVID-19 PANDEMIC	7
TIMELINE	8
STRATEGIC PILLAR: EXPANDING STUDENT ACCESS & SUCCESS	9
OUR VISION	9
OBJECTIVES	9
ACTIVITIES	10
REIMAGINING THE ASSOCIATE IN ARTS PROGRAM	12
STRATEGIC PILLAR: BUILDING A SOCIAL JUSTICE FOUNDATION TO SUPPORT A DIVERSE, INCLUSIVE & INTERCULTURAL CAMPUS	13
OUR VISION	13
OBJECTIVES	13
ACTIVITIES	14
SOCIAL JUSTICE PEER EDUCATORS	15
STRATEGIC PILLAR: EXPANDING INTERDISCIPLINARY & GLOBAL OPPORTUNITIES	16
OUR VISION	16
OBJECTIVES	16
ACTIVITIES	17
PURSUING A ONE HEALTH PERSPECTIVE	18
STRATEGIC PILLAR: REDEFINING CREATIVITY, INNOVATION & ENTREPRENEURSHIP	19
OUR VISION	19
OBJECTIVES	19
ACTIVITIES	20
STAR CAMPUS: A BURGEONING INNOVATIVE COMMUNITY	22
STRATEGIC PILLAR: REIMAGINING INTELLECTUAL & PHYSICAL CAPITAL FOR A SUSTAINABLE & BOUNDLESS CAMPUS	23
OUR VISION	23
OBJECTIVES	23
ACTIVITIES	24
BECOMING A MORE SUSTAINABLE INSTITUTION	26
KEEPING THE STRATEGIC PLAN RELEVANT AND FRESH	27
METRICS — TRACKING OUR PROGRESS	28

Message from President Dennis Assanis

The University of Delaware finds itself at a pivotal moment in its long and treasured history, one that calls for our deep reflection and renewed commitment to our vital mission.

Our community has faced unprecedented challenges recently, most obviously from the COVID-19 pandemic that has upended virtually every aspect of life for more than two years and will affect the University far into the future. While we have worked to advance racial equity, social justice and diversity in our community, there is always more work to do. Other challenges and opportunities continue to emerge: Long-range demographic trends that shape our student enrollment and faculty ranks; societal, cultural and economic movements that drive fundamental change in the ways we work and relate to one another; rapid advances in science and technology that are simultaneously disruptive and creative, and much more.

Throughout this upheaval, the UD community has demonstrated tremendous resilience and strength, navigating the shifting landscape to continue fulfilling our fundamental missions of education, research and service. This strategic plan — built with the thoughtful input of our faculty, staff, students, alumni and Trustees — carries forward the University's momentum and charts an exciting course for the future. I am sincerely grateful for the dedication and diligence of everyone involved in helping to create this critical plan for our institution, and I look forward to working with the entire UD community to make this vision a reality.

It is because of this strong institutional foundation of talent, vision, collaboration and commitment that we are inspired to boldly advance the University of Delaware — forward and forever — together.

Dennis Assanis

President

Mission

The University of Delaware exists to cultivate learning, develop knowledge, and foster the free exchange of ideas. Founded in 1743 and chartered by the state in 1833, the University has a strong tradition of distinguished scholarship. This is manifested in the University's research and creative activities, teaching, and service, in line with its commitment to increasing and disseminating scientific, humanistic, artistic, and social knowledge for the benefit of the larger society.

Today, the University of Delaware is a land-grant, sea-grant, and space-grant, major research university with extensive graduate programs that is also dedicated to outstanding undergraduate and professional education. UD faculty are committed to the intellectual, cultural, and ethical development of students as citizens, scholars and professionals. UD graduates are prepared to contribute to a global and diverse society that requires leaders with creativity, integrity and dedication to service.

The University of Delaware promotes an environment in which all people are inspired to learn, and encourages intellectual curiosity, critical thinking, free inquiry, and respect for the views and values of an increasingly diverse population.

An institution engaged in addressing the critical needs of the state, nation and global community, the University of Delaware carries out its mission with the support of alumni who span the globe and in partnership with public, private, and nonprofit institutions in Delaware and beyond.

Core Values

Academic Freedom — We each have the responsibility to foster an atmosphere that promotes the free exchange of ideas and opinions. Everyone has the right to benefit from this atmosphere.

Diversity, Equity and Inclusion — We welcome and value different backgrounds, perspectives and intercultural learning experiences; this is essential for educating global citizens, developing knowledge and advancing and enhancing our world.

Innovation — Revolutionary thinking is part of our DNA—our first students in 1743 helped found this nation. We want to make a significant difference in the world, and we are collaborating across disciplines with risk-taking, creativity and innovation to address the biggest challenges of our time.

Community — Our supportive, friendly campus community advocates for each individual's voice to be heard. We encourage respect and civility toward everyone, knowing that mutual appreciation and dialogue leads to greater learning.

Service — As an engaged University, we create and capitalize on innovative partnerships with government, industry and the community for economic and civic development. These connections enrich our scholarship, research and creative activity, enhance the curriculum and ultimately contribute to the public good.

First State Commitment — The University offers excellent and affordable educational opportunities for Delawareans, provides research and innovation that strengthens the state's economy, and builds partnerships with communities throughout Delaware for a better future.

Advancing Our Mission

The University of Delaware's Strategic Plan is truly a living document, continually evolving to seize new opportunities for growth, advancement and impact on the world.

Previous strategic plans at UD set the stage for the current framework centered on five institutional pillars, outlined in 2016, and significant and lasting progress has been made under each of those pillars since then. The Forward and Forever strategic plan aims to accelerate that momentum and build on the institution's robust foundation of achievement for the future. This effort comes as the University continues to emerge from the unprecedented challenges presented by the COVID-19 pandemic and seeks to embrace the opportunities and lessons of this historic event to further strengthen both our operations and our aspirations. Ultimately, we aim to continually enhance UD excellence and be recognized among the top 25 public higher education institutions in the nation.

The University has expanded efforts to enhance **our students' success** at the undergraduate, graduate, and professional and continuing study levels. With renewed emphasis on remote learning, there are exciting new possibilities for extending the UD experience to more students in more places around the world than ever before. Even in this virtual world, we can fully embrace the high-touch, "big school opportunities with small school feel" education that has always drawn students to UD. Expanding pipeline programs and broadening access will help UD reach prospective students wherever they are geographically, academically and economically. Faculty insights, new teaching approaches and reduced barriers to faculty-student connections that arose out of the pandemic can help maximize students' pathways to success. Meeting students' evolving needs requires robust support services that are well organized, well known and easily accessible, alongside co-curricular experiences that are intentionally integrated into the experience of each student. The diversity of UD's educational offerings will continue growing beyond the traditional four-year residential experience, providing pathways that are fully incorporated into the core of the institution.

The University has also become **a more diverse and inclusive community**, thanks to vigorous efforts throughout the institution and reflecting broad social and demographic shifts. This has always been a high priority, and UD continues to strengthen its social justice foundation and approach diversity, equity and inclusion as mission-critical work, with an increased focus on institutional equity. Vigorous and ongoing efforts will help UD recruit, retain and support students, faculty and staff from increasingly diverse backgrounds. By employing best practices, innovative programmatic initiatives, community outreach and physical campus spaces, we can ensure that all members of the UD community are always welcomed and always feel supported.

Addressing the world's toughest and most complex problems takes an **interdisciplinary and global** approach, combining expertise and resources from a variety of fields and collaborating across borders. In 2023, the University will celebrate the 100th anniversary of our pioneering role in the creation of study-abroad programs in the United States, and we continue to seize new interdisciplinary and global opportunities. Remote learning tools allow us to expand access to UD programs, certificates and degrees to students around the world, as well as help connect our researchers to the diverse people and places that drive their scholarship.

Working across disciplines and as global citizens, our students hone the essential skills of communication, collaboration and creativity to develop the most innovative and workable solutions to complex problems.

Developing bold ideas is part of the University's history; we are proud that our institutional lineage includes three signers of the Declaration of Independence. Today, the imperative for

creativity, innovation and entrepreneurship continues to fuel our research and our engagement with society. We serve as a creator of knowledge, opportunities and fresh paradigms in the arts, humanities, sciences and more: Our faculty continually pursue impactful scholarship, and our students develop the intellectual capacity and skills to meaningfully contribute in an entrepreneurial society, regardless of profession or industry, and to even create the jobs of tomorrow. Indeed, our process of teaching itself is benefitting from innovations developed in UD classrooms. We will further enable and promote this culture of innovation and entrepreneurship through a network of administrative and

financial supports, including development of external partnerships with the public, private and nonprofit sectors. The University fully embraces its role as an economic driver for Delaware and the mid-Atlantic region, fueling the future through innovation and engagement.

Serving the First State

The University of Delaware and the State of Delaware are inextricably bound to one another, with a shared history that stretches back to the 1700's and a shared future that extends before us.

Our commitment to education in Delaware spans a lifetime of learning — from researching and promoting best practices in childcare, to preparing students to succeed and advance in the workplace, to providing engaging courses for older adults throughout the state. The new Early College Credit Program, the reimaged Associate in Arts Program and others offer multiple pathways for Delawareans to start earning their UD degrees. In 2021-22, more than 8,600 Delawareans are enrolled at the undergraduate or graduate level, and more than 50,000 UD alumni continue to live and work in the state.

The University's research enterprise is focused on many of Delaware's most pressing issues, such as healthcare and human services, climate change and clean energy, agriculture and the environment, financial technology and corporate governance, and many others. Innovation and entrepreneurship emerging from UD, especially at the growing Science, Technology and Advanced Research (STAR) Campus, are helping to fuel a stronger and more resilient economy at the state and regional levels. The University has a \$2.8 billion economic impact on the state, supporting more than 24,000 jobs. For every \$1 the state invests in the University, UD generates \$23 in Delaware's economy.

Throughout the state, the University is applying its resources and expertise to help Delawareans live healthier, more productive lives. For more than a century, Cooperative Extension has been promoting sustainable agriculture, good nutrition and personal wellbeing through community outreach programs. UD's health clinics serve nearly 6,000 people a year, and our faculty and students are engaged in hundreds of partnerships with community organizations to enhance education, healthcare, culture and the arts.

The University of Delaware's commitment to the state is embedded throughout this strategic plan, as we look to expand and strengthen this critical partnership.

At its core, the University of Delaware is composed of people and places, so we have focused our investments on building the **intellectual and physical capital** necessary to achieve our mission. Since 2016, we have grown the faculty by about 100 net new positions, including through interdisciplinary cluster hires. While the pandemic imposed a temporary slowdown in

Applying the lessons of the COVID-19 pandemic

Throughout the past two years, the University of Delaware has leveraged its unique resources — its dedicated people, its stature as a top-tier research institution, its culture of partnership and collaboration, its role as Delaware’s flagship university, among others — to not only adapt to evolving conditions but continually improve the ways we teach, learn and work.

UD was able to quickly set up a COVID-19 surveillance testing program that drew on our expertise and resources in avian biosciences, and new investments in those areas will benefit related scholarship in the future. Also, growing interest in the health sciences by students and researchers has helped strengthen and expand these programs, especially the epidemiology program launched in 2018.

The University expanded investments in online education, enhanced digital platforms, upgraded computer hardware and added supports to help faculty adapt their courses for online delivery. Students enjoy the flexibility of taking classes fully or partially online, so we are continuing this digital transformation while still providing the vibrant face-to-face experience that is a hallmark of UD. These approaches also helped UD extend its reach and impact nationally and globally.

The necessity of remote work for many UD employees also allowed us to rethink the practical value of some physical campus spaces, and we will evaluate ongoing and future capital needs through this new lens. For example, academic facilities must facilitate robust collaboration and dialogue, while some support services may be best provided through an online platform.

The pandemic also amplified socioeconomic disparities among UD students, so the University increased financial and academic supports to help fill immediate gaps. Over the next several years, many incoming students will need aid and services because of the pandemic’s impact on their high school experiences. UD is increasing scholarships and strengthening our academic advising, career counseling and student life programming. These efforts will help all students maintain their academic progress and graduate on time, especially those from underrepresented minority, first-generation and low-income populations.

our investments in intellectual and physical capital, it also provided the opportunity to adjust our plans to take full advantage of the emerging shifts in education, research and the workplace. We are aligning our comprehensive faculty hiring plan, our capital master plan and our investments in technology with new expectations for how and where our people can do their best work. By managing these changes thoughtfully and deliberately, we can reduce our carbon footprint and build a more environmentally sustainable operation while providing the boundless opportunities that our students, faculty, staff and, indeed, the world need from UD.

This inflection point in the long and storied history of our institution compels us to look with fresh eyes on new opportunities, discern the best path across an ever-changing landscape and, together, work to shape and strengthen the University of Delaware for the benefit of society.

Timeline

- March 2021
 - Steering committee and working groups formed
- April 2021
 - Working groups begin meeting
- May 2021
 - Working groups host community forums to present their preliminary work and gather feedback
- June 2021
 - Working groups submit reports and recommendations to the Steering Committee
- Summer 2021
 - Synthesis of the working groups' reports into a workable draft based on the previous strategic plan
- Fall 2021
 - Further refinements and reviews by the working groups, Steering Committee and Board of Trustee members
- February 2022
 - Final draft shared with UD community for feedback
- March 16, 2022
 - Approval and adoption of the strategic plan by the Board of Trustees

Strategic Pillar: Expanding Student Access & Success

Students come to the University of Delaware to pursue the knowledge and skills necessary for success, both personally and professionally. Our responsibility is to prepare our undergraduates to be competitive, collaborative, curious, informed and inspired so they can navigate an increasingly complex world. Furthermore, excellence in graduate education enables greater cross-disciplinary collaborations, development of dynamic academic programs and extraordinary achievements in discovery, creativity and scholarly productivity, as well as benefitting undergraduates by connecting more students to research opportunities and other high-impact experiences. Applying the lessons of the COVID-19 pandemic, we continue to incorporate new pedagogy and other opportunities to serve our students and their evolving needs.

Our Vision

- We will draw students from a large and diverse enrollment pipeline, encompassing high schools and non-traditional pathways, that prepares prospective students for success at UD.
- We will ensure that a UD education remains accessible and affordable for students and their families.
- We will provide a rigorous, innovative and interdisciplinary academic core that meets the needs of all students and inspires their lifelong success in a dynamic and global workplace and society.
- We will offer robust co-curricular and support systems that are readily accessible and deeply integrated into the growth experience of every student.
- We will lead our graduates to meaningful and fulfilling careers that help them develop core competencies that increase their resilience and prepare them to succeed in an ever-changing environment.

Objectives

- Continually build and strengthen partnerships with educational institutions and community organizations to prepare prospective students to enroll and succeed at UD
- Provide a comprehensive 2+2 degree program that serves Delawareans statewide in place of what is now the Associate in Arts Program
- Provide a challenging and engaging first-year academic curriculum and co-curricular experience that positions students for success throughout their time at UD
- Enable flexibility in academic programming that facilitates students' interdisciplinary interests and goals and more effectively prepares them for post-graduation success in an evolving workplace
- Leverage our new expertise and capacity in online learning to significantly enhance pedagogy and learning modalities for both on-campus and geographically diverse populations

- Provide unique, rigorous academic opportunities to a growing enrollment in the Honors College
- Consistently retain and graduate undergraduate students at rates comparable to the nation's top 25 public higher education institutions
- Enhance scholarship and fellowship support for graduate students to enable greater contributions to the creation and dissemination of knowledge
- Complement the interdisciplinary academic core with a robust system of support services and high-impact co-curricular experiences for students at all academic levels
- Ensure that all students feel connected to the UD community through meaningful relationships with faculty, staff and peers, as well as through intercollegiate competitions and activities that promote Blue Hen pride
- Serve the needs of non-traditional and lifelong learners by expanding certificate programs, professional degrees and non-degree courses and leveraging extensive online and hybrid offerings
- Continue building a strong culture of assessment among faculty to gauge the effectiveness of programs and curricula
- Ensure students graduate with minimal debt and embark on a meaningful career path

Activities

- Develop a multi-year strategic enrollment plan that addresses critical issues of student recruitment, access, affordability, retention, graduation, demographic shifts and more as they relate to Delawareans, non-resident students, international students, non-traditional students and other populations
- Inventory and assess all existing pipeline programs, identifying successes and gaps, and directing resources to the highest impact programming
- Connect pre-college efforts to our curricular, co-curricular and student support enterprises to create positive feedback loops and rapid adjustment of the institution to the changing higher education landscape
- Continue to promote Blue Hen athletics and other competitive programming that draws prospective students to UD
- Redesign the Associate in Arts Program as a fully integrated, wholly UD, 2+2 program that provides robust experiences for students and a seamless transition to traditional four-year programs
- Create and integrate various academic pathways to ensure a seamless and holistic pipeline and multiple on-ramps to the UD experience, as well as allow more rapid degree completion
- Continue to refine the optimal mix of online, in-person and hybrid course delivery to reach students where and when they need education and enhance student learning outcomes
- Fully utilize special academic sessions to enable opportunities for year-round learning, including considering alterations to the calendar and growing the

- number of credit hours offered, especially for core courses, to enable students to maintain or accelerate their academic progress toward graduation
- Redesign first-year courses and curriculum to incorporate the best pedagogical and high-impact practices to enhance the high-touch feel of the first-year academic experience and to better support students with different levels of academic preparedness
 - Review general education and major-specific credit requirements to ensure that expectations are clearly communicated
 - Leverage the positioning and resources of the Honors College and the Graduate College to strategically grow student enrollment so as to advance interdisciplinary scholarship and faculty productivity, while raising additional external resources and fulfilling the dynamic workforce needs of industry
 - Integrate internships, professional experiences and career preparation into all undergraduate programs while removing barriers to completion of such experiences
 - Explore opportunities to expand the use of and access to open educational resources to help reduce students' costs
 - Expand academic and co-curricular partnerships with higher education institutions, especially those in Delaware, to advance shared goals and priorities for student success
 - Create a standing student success council with representatives from stakeholder units throughout the University to serve as the catalyst for productive feedback loops across these divisions
 - Leverage student feedback regarding the delivery and integration of support services and resources to create an optimal mix of on-site and virtual services to continually improve student success and outcomes, including the evaluation of locating services in a shared physical space
 - Regularly assess student learning opportunities provided by third-party organizations
 - Continue to expand and refine an integrated and holistic advising and mentoring model to address the personal, professional, academic, career and social justice needs of all students and all cohorts
 - Provide more professional development opportunities for faculty to improve their skills of academic assessment, data visualization and analysis, as well as innovate and document strategies for learning
 - Develop UD's extensive alumni network to expand collaboration, connection, professional experiences, mentorship and guidance to promote student success and increase alumni engagement

Reimagining the Associate in Arts Program

The Associate in Arts Program provides a low-cost, high-quality pathway for Delawareans to earn a bachelor's degree from the University of Delaware. We want to build on that success to help even more students.

UD meets AAP students where they are academically and socioeconomically, then provides them with the guidance, services and other tools to help them attain the degrees and careers they want. Students receive intensive advising while taking UD courses, taught by UD faculty, in small classes on campuses statewide. Students can also receive help with food insecurity, housing, internet and laptop access, transportation and wellness.

Created 15 years ago, the non-residential program offers an innovative and seamlessly integrated pathway into degree completion at UD, whether the goal is a two-year associate degree or a full bachelor's degree. More than 60% of AAP students earn their associate degree within three years, far above national averages. Then, nearly all of them transition to the main campus in Newark, where 78% earn their bachelor's degrees. Over the past decade, more than 2,000 Delawareans have earned bachelor's degrees after starting in AAP.

UD is now reimagining the AAP to provide even more extensive and personalized academic and career advising services and expanding opportunities for faculty research, internships and community engagement projects.

In 2021, UD opened new space for AAP students on two floors of the Community Education Building in downtown Wilmington, with 14 classrooms and a science lab on each floor. Enhanced services and programs will better support our students and help them build a stronger Blue Hen identity to increase their retention and graduation rates.

Upgrades to our programs in southern Delaware are next, and we envision new opportunities for AAP students to pursue four-year degrees in engineering, health and other fields. New tools and services in remote learning will also help reach more students who otherwise wouldn't or couldn't pursue a four-year degree.

Strategic Pillar: Building a Social Justice Foundation to Support a Diverse, Inclusive & Intercultural Campus

The University of Delaware remains deeply committed to building a campus community that reflects the rich and complex diversity of the human experience and that nourishes a culture that promotes and celebrates excellence for every individual. Diverse teams are the most effective way of addressing the complex challenges we face as an institution and as a society. Diversity strengthens UD, benefits all students, faculty and staff, and promotes a society that respects differences in identity, belief, ability, background and perspective. Every member of our community should feel that they truly belong at the University of Delaware.

Our Vision

- We will advance social justice principles of diversity, greater access, equity and participation for all members of the University community.
- We will be actively anti-racist and work to promote equity among all individuals, including those members of historically protected classes (gender, age, religion, nationality, sexual orientation, and mental and physical abilities), and our ideas, actions and policies will reflect our opposition to all forms of discrimination.
- We will provide strong intercultural programs and initiatives, as well as physical spaces, that encourage and enable all members of the University community to connect, learn, grow and collaborate.
- We will demonstrate “equity in action” through community engagement, demonstrating the University’s commitment to equity, diversity and inclusion as a core value and further strengthening our identity and contributions as an engaged research university.

Objectives

- Enroll a growing population of underrepresented minority students at all academic levels, and within all student cohorts, including Honors College and Athletics
- Cultivate a campus climate where students, faculty and staff from all backgrounds feel welcome and engaged with the UD experience
- Retain and graduate underrepresented minority students, first-generation students, and low-income and Pell students at rates that are comparable to overall institutional averages
- Recruit and retain a diverse faculty, especially in leadership roles, and enhance support systems that ensure promotion and tenure rates are consistent with overall institutional levels
- Recruit and retain a diverse staff, especially in leadership roles, and enhance support systems that ensure career success and advancement consistent with overall institutional levels

- Continue to develop academic coursework and co-curricular experiences within students' living-learning environments that deepen their understanding of the value of diversity, equity and inclusion
- Strengthen relationships with diverse vendors and suppliers, especially those owned or operated by underrepresented minorities, women, veterans and other historically underserved groups

Activities

- Expand and leverage various pipeline opportunities and pre-college programs, including the Early College Credit Program, to increase the enrollment, retention and graduation of historically underserved students
- Expand and strengthen the reimagined Associate in Arts Program to serve historically underserved students in their pursuit of education beyond the associate degree
- Explore opportunities to support increasing financial aid for underrepresented minority and high-need students and develop plans to secure external support
- Review and revise the academic curriculum in response to faculty needs to integrate diversity, equity and inclusion concepts, where appropriate, and provide pedagogical support to help faculty develop related material for their courses, consistent with evolving practices of peer institutions
- Provide faculty with ongoing training and resources to ensure individuals speak the same language and understand diversity, equity and social justice concepts to help facilitate open and productive dialogue in their classes
- Continue to strengthen our administrative infrastructure in the Office of Institutional Equity under the leadership of the Vice President for Institutional Equity and Chief Diversity Officer
- Continue to strengthen the UD community's understanding of social justice principles through experiential learning, ongoing education and open dialogue among all stakeholders, including University leadership and the Board of Trustees
- Leverage our own DEI expertise in the Center for the Study of Diversity, the UD Antiracism Initiative and other areas by encouraging and enabling faculty to share their scholarship and perspectives with other faculty and staff
- Conduct regular surveys and focus groups to gauge UD's progress in building an inclusive climate and culture, making necessary adjustments to ensure policies, programs and other initiatives are effective
- Continue to advance the diversity of our faculty and staff through active recruitment, professional development, relationships with relevant membership groups and organizations, and connections of existing employees
- Create and/or strengthen a mentoring program focused on the retention and promotion of underrepresented minority faculty and staff

- Develop and strengthen intercultural resources on campus, including physical space where diverse populations can gather to benefit from open dialogue, education and a shared sense of belonging
- Develop a strategic vision and strong identity for the Community Engagement Initiative to help accelerate DEI initiatives in the community
- Create a supplier diversity program and coordinate these efforts throughout the University

Social Justice Peer Educators

The new Social Justice Peer Educator program, created in fall 2021 by Student Diversity & Inclusion in the Office of Institutional Equity, trains student leaders to facilitate workshops on identity and intersectionality.

The goal is to create campus environments of belonging and advance other facets of social justice at UD. The first cohort is comprised of 10 student leaders who are passionate about social justice. They have hosted training sessions for First Year Seminar instructors and leaders of registered student organizations.

The program design incorporates equity and student life best practices, while taking an innovative approach to encouraging students to engage with their peers around topics that can be intimidating to discuss and understand. The peer educators also build connections among themselves and are creating a community to help students on campus to have deeper conversations, whether they agree with each other or not. Cooperative sharing and measurable learning outcomes will enable the peer educators to better facilitate social justice education on campus and improve the student experience.

Strategic Pillar: Expanding Interdisciplinary & Global Opportunities

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 the state of Delaware and the world, contributing our resources and expertise in an integrated manner in order to find solutions. Fulfilling our land-grant mission also means committing ourselves to strengthening the economic and cultural bonds between Delaware and the world. As the University of Delaware approaches the 100th anniversary of its pioneering study abroad program, we are reminded of the transformative impact that travel and global study of diverse cultures can have on our students, and 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.

Our Vision

- We will engage in teaching and research that transcend disciplinary boundaries and employ radically different approaches to yield deeper insights and innovative solutions to the world's most challenging problems.
- We will instill in our students the essential skills of interdisciplinary communication, critical problem-solving, leadership and teamwork in order to foster creativity, inventiveness and imagination.
- We will innovate in global education and develop in all students the knowledge, skills and mindset they need to be globally engaged citizens.
- We will be deeply engaged with the international community through collaboration and partnership, resulting in global recognition for our academic and research excellence.

Objectives

- Continually build upon UD's culture of collaboration by promoting flexible and dynamic academic and co-curricular programs at all academic levels and supporting interdisciplinary teaching and research efforts of faculty throughout the University
- Unify interdisciplinary efforts, such the One Health initiative, the Data Science Institute and the Gerard J. Mangone Climate Change Science and Policy Hub, as shared themes for scholarship, engagement and impact
- Provide extensive and innovative study-abroad programs built around meaningful academic and cultural experiences for students, especially those from historically disadvantaged populations
- Enroll a growing population of international students, especially those from outside the University's traditional recruiting regions

Activities

- Continue to identify and develop opportunities for interdisciplinary cluster hiring of faculty members to strengthen our collaborative culture and resources
- Identify and address the cultural and disciplinary barriers to developing more flexible and interdisciplinary academic programs at the undergraduate and graduate levels
- Support faculty in the development of interdisciplinary coursework through the Center for Teaching and Assessment of Learning and interdisciplinary research through the Research Office; develop incentives for interdisciplinary collaboration, including reviewing promotion-and-tenure and merit processes; and ensure that policies, procedures and data systems track and support interdisciplinary collaboration in instruction and research
- Develop a strategic plan for global education that incorporates the World Scholars program, study-abroad-at-home opportunities, internship experiences, academic partnerships and other innovative initiatives, ensuring that the organizational structure in support of global activities is optimized for these efforts
- Secure external funding to enable students from low-income households to participate in study-abroad experiences
- Embed global learning outcomes into the curriculum to engage all students on international issues, improve their global competence and ensure that they benefit from an intercultural or international experience
- Leverage global partnerships and recruitment programs to significantly increase the number of international undergraduates on campus
- Continue to support the international student experience by incorporating or reinvesting resources toward orientation, transition, acculturation programs, initiatives and services that support student success in the curricular and co-curricular settings, especially in the English Language Institute

Pursuing a One Health perspective

The health of people, animals, plants and our shared environment is closely connected, so taking a collaborative, holistic approach known as One Health can help protect and improve the wellbeing of the entire complex system.

Drawing on significant interdisciplinary expertise and cutting-edge facilities in a variety of fields, the University of Delaware has launched the One Health initiative to advance our research and impact in a more comprehensive way.

UD's resources in biopharmaceutical research and application are strong and growing. The University is home to the National Institute for Innovation in Manufacturing Biopharmaceuticals in the Ammon Pinizzotto Biopharmaceutical Innovation Center, which has catalyzed new academic programs and corporate partnerships to help UD lead the nation in this exciting scientific arena. Future growth may include additional programs and facilities to train the workforce in the advanced-manufacturing practices that are necessary in the safe and efficient production of biopharmaceuticals.

The University also commits extensive resources to the complex challenges presented by climate change. The Gerard J. Mangone Climate Change Science and Policy Hub, created in 2021, brings together dozens of researchers from throughout UD who are studying the issue from myriad fields and perspectives. Researchers are working to understand the causes and effects of climate change, the most effective mitigation and adaptation measures, the social and economic impacts, the public policy implications, and more.

Also in 2021, UD launched the Institute for Engineering Driven Health to focus on the discovery, development and commercialization of technologies to significantly advance healthcare. The Institute will advance translational research in areas such as diagnostics and treatment, gene therapy and manufacturing and rehabilitation and mobility.

The One Health initiative also creates opportunities to develop new paradigms in the education of tomorrow's healthcare workforce. New academic pathways that combine bachelor's degrees, advanced degrees and professional education, as well as dynamic partnerships with relevant institutions, will prepare the next generation to care for society's growing and aging population. Future facilities to enable this vision will be designed to promote interdisciplinary scholarship and hands-on learning.

The Joseph R. Biden, Jr. School of Public Policy and Administration is also playing a key role in researching and developing effective public policies related to healthcare and the environment. Public policy is a critical step in successfully translating high-quality research into practice to make the greatest impact at the broadest level.

Finally, UD has long provided important research and service to the Delaware region in the area of zoonotic medicine. The Avian Biosciences Center conducts research that helps protect people and animals through disease surveillance, diagnosis and control, while Lasher Lab and Allen Lab provide testing for avian diseases. Such services are essential to the region's poultry industry.

Strategic Pillar: Redefining Creativity, Innovation & Entrepreneurship

Throughout the University, our students, faculty and staff must be able to develop creative and innovative solutions to difficult challenges and apply entrepreneurial thought and approaches in everything they do. The ideals of creativity, innovation and entrepreneurship must be built 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. Creative expression such as art, music, dance and theatre are inherently valued as a foundation of the University. We will invest in and use the power of the arts and humanities to stimulate innovation and collaboration, renew the human spirit, foster well-being, bridge societal divides and expand our understanding of humanity. 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.

Our Vision

- We will cultivate an immersive and experiential academic culture that stimulates creative expression at the boundaries of expertise, encourages novel approaches to complex challenges, and values an entrepreneurial mindset in all areas.
- We will focus this innovative mindset on our own actions, as well, by developing and deploying the best pedagogical approaches and pushing what is possible in multiple teaching and performance modalities for the benefit of our students.
- We will support collaboration and deep engagement within the University and with external partners.
- We will apply our knowledge, discoveries and resources to help build a robust, resilient, creative and sustainable economy for Delaware and the region.

Objectives

- Foster a growing regional hub of innovation and entrepreneurship at the Science, Technology and Advanced Research (STAR) Campus, while leveraging opportunities to engage and embed the arts and humanities
- Lead biopharmaceutical and healthcare innovation at the regional and national level by leveraging our unique resources and partnerships
- Expand and leverage the nationally recognized Horn Entrepreneurship program to cultivate a vibrant entrepreneurial culture throughout the University
- Enrich, broaden and strengthen existing visual and performing arts programming while inspiring new and exciting interdisciplinary initiatives and community and educational partnerships

- Grow sponsored research expenditures in alignment with our aspirations as a top-research university
- Support the creation and growth of start-ups through the promotion of patents, licenses, product development and other commercialization activities using UD intellectual property
- Work in close partnership with the public, private and nonprofit sectors, especially U.S. national laboratories, to advance our capacity for cutting-edge research and impactful scholarship
- Partner with public, private and nonprofit entities to leverage greater opportunities in academics, research, financing and community engagement
- Continue to increase the University's economic impact and the return on public investment by driving the growth and development of the local, regional and national economies

Activities

- Continue to leverage the STAR Campus and its infrastructure to grow industry partnerships that advance UD's education, research and economic development goals
- Continue to ensure federal and partner support for the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL)
- Expand enrollment in new biopharmaceutical science graduate programs and explore the opportunity to leverage the relationships and investments of NIIMBL to establish advanced-manufacturing training programs and facilities on STAR Campus
- Increase enrollment in entrepreneurship majors, minors and University-wide certificate programs and increase community participation in entrepreneurship programs and competitions, such as the Diamond Challenge and HenHatch
- Raise UD's national reputation and visibility as an entrepreneurship hub by continuing to improve our ranking as the home of a top entrepreneurship program and as an APLU Innovation & Economic Prosperity (IEP) University
- Promote and leverage assets, including innovative and incubator facilities, in partnership with the local community
- Expand opportunities for students to engage in creative and innovative curricular and co-curricular activities, including enhancing and promoting the value of entrepreneurship certificates to students in all academic programs
- Continue to ensure that research cost share remains consistent with peer institutions as sponsored research spending per faculty increases
- Explore consolidation and realignment of UD's administrative infrastructure to strengthen technical and administrative support for UD's inventors, innovators, artists and entrepreneurs, and better facilitate the smooth processes of technology transfer, commercialization and collaboration with external partners

- Create streamlined processes and incentives for members of the University community and external partners to exchange ideas, including leveraging software solutions to facilitate connections among faculty and with potential external partners to identify expertise, discover opportunities and leverage resources
- Expand the University's community partnerships and extend engagement to more non-governmental organizations and nonprofit organizations, including supporting those who will make vibrant contributions toward a deeper appreciation of the arts
- Ensure that personnel recruitment materials and position descriptions include statements regarding innovation and entrepreneurship to help raise awareness and increase interest among candidates who will seek to contribute to this culture
- Review and refine promotion-and-tenure guidelines to ensure appropriate recognition and reward for innovation and creativity, including research commercialization, pedagogical practices and community engagement
- Foster and promote innovative teaching methods throughout the University, leveraging the resources of UD's Center for Teaching and Assessment of Learning to engage faculty in developing pedagogy and classroom practices

STAR Campus: A burgeoning innovative community

At the University of Delaware's Science, Technology and Advanced Research (STAR) Campus, a new kind of 21st century research institution continues to take shape. The 272-acre site combines hands-on interdisciplinary education, cutting-edge discovery, bold innovation, direct community engagement and exciting partnerships — each element driving and reinforcing the others — in a unique location to fuel economic development for the region.

The STAR Campus highlights and leverages the power of the intersection of education and research with industry and community. As an integral part of UD's main campus, it expands competitiveness for our students, faculty and future partners; promotes the translation of research into learning and service; and advances high-level institutional and industry-based research. Accordingly, residents of STAR Campus include colleges, research centers, established and developing companies, start-up incubators, and community-facing services, such as clinical health services.

The STAR Campus is already home to more than 2,500 jobs and 1 million square feet of contemporary real estate, representing more than \$500 million in investments from public and private sources. The STAR Campus is a federally designated Opportunity Zone, making certain projects eligible for special financing and tax credits.

A strategic goal of the STAR Campus is to lead biopharmaceutical and healthcare innovation at the regional and national level by leveraging resources and partnerships throughout the institution. The College of Health Sciences, whose strategic plan centers on the STAR Campus, is housed in the Health Sciences Complex and in the Tower at STAR. The new, state-of-the-art Ammon Pinizzotto Biopharmaceutical Innovation Center brings together much of UD's expertise in health sciences, chemical engineering and biomedical engineering; it also serves as the headquarters for the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL) and includes new research space for the Delaware Biotechnology Institute.

Nearing completion on the STAR Campus is the new "Digital Technology Services Hub," which will help educate a highly skilled workforce for the region's large financial-technology ("fintech") sector, as well as spur the creation of new intellectual property, new companies and new jobs. Created through a partnership among UD, Delaware Technology Park and Discover Bank, the hub will be home to several entities: Delaware's Small Business Development Center; Executive Education Programs provided by the Lerner College of Business and Economics; and the College of Engineering's Computer and Information Sciences Department, with programs in cybersecurity and financial analytics. The hub will also enable efforts to address chronic disparities in financial health nationwide, as well as support underrepresented entrepreneurs and develop new educational pathways to fin-tech jobs.

In alignment with our mission and goals, non-UD residents on STAR Campus are committed to collaborative partnership with the University to create economic impact in the greater community. Companies like Bloom Energy, Predictive Analytics and, more recently, Chemours partner with UD in an evolving relationship model in which residents secure a ground lease at STAR Campus and provide a combination of research and programmatic support to the University. The real benefits of partnership come through the collaboration of industry with UD researchers, transformation of students' education, and translation to community impact.

UD is also pursuing additional research avenues at the STAR Campus, including energy, agriculture, smart transportation technologies and systems, personal mobility technology, sustainable food production, and affordable housing.

Strategic Pillar: Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus

To fulfill the University's ambitions, we need excellent people, and they in turn need excellent facilities and resources. The growing use of and comfort level with online tools are reshaping ideas about teaching, learning, collaboration and providing services to our students, faculty and staff. 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. We remain committed to investing in our intellectual and physical capital in a synergistic, interdisciplinary way that promotes excellent education, research, scholarship and engagement. Further, we are committed to advancing new sustainability initiatives to become a national leader in this area. Our past adherence to the principles of operational excellence have positioned the University well to not only weather the challenges of the pandemic but thrive into the future. We will continue to apply this lens in managing our resources, administrative structures, policies, models and practices.

Our Vision

- We will attract, retain and develop excellent faculty and staff to enable the University to fulfill its mission, both now and for future generations.
- We will enhance the University's physical and technological infrastructure to ensure our people continue to do their best work efficiently and effectively in a healthy environment.
- We will blend the physical and virtual worlds, while developing the campus and facilities of the future.
- We will practice and enhance the principles of sustainability across operations, academics, student life, research and community engagement.
- We will enable a culture of operational excellence throughout the University.

Objectives

- Recruit and retain excellent faculty and staff, providing flexible working conditions and enhancing support systems that ensure career success and advancement
- Enable and support strategic faculty growth in high-demand and signature areas of strength to support interdisciplinary education and research in alignment with current and future student enrollment and ensure that faculty productivity meets or exceeds peer institutional medians
- Align staff effectively within and across units to meet institutional objectives efficiently, minimizing cost and risk, to achieve efficient faculty/staff/student ratios consistent with peers

- Optimize the balance and synergistic use of physical and virtual spaces to enhance academic, co-curricular and support programs while engendering a strong sense of community, belonging and connectedness among students, faculty and staff
- Ensure that COVID-related insights regarding reorganization, remote operations and other changes, including review of sites in Wilmington, southern Delaware and the STAR Campus, are reflected in the campus master plan
- Continually improve the sustainability performance of the University by advocating for opportunities to make our campus greener and to better position the University as a leader in sustainability
- Meet budget challenges effectively, guided by our values of safety, access and excellence, continuing to balance cost mitigation with ensuring the institutional priorities are met, better align revenue and expenses, and raising external funds to support strategic initiatives

Activities

- Develop and implement a comprehensive plan for faculty hiring, retention, workload, productivity, promotion and other critical issues to guide strategic growth in key areas, while also replacing anticipated retirements
- Develop and implement a multi-year staffing plan that supports the University's goals, mitigates risks, attracts and retains high-performing staff, and is aligned with needs and resources
- Develop a comprehensive multi-year capital plan, including public-private partnerships, to guide the University's construction, deferred maintenance and technology needs in light of the future of work, interdisciplinary collaboration, environmental sustainability and other factors, exploring public-private partnerships and other creative financing approaches
- Create a state-of-the-art facility for interdisciplinary education and research in human disease, developmental disorders, neuroscience and human behavior, as well as for training the next generation of public health professionals
- Develop a high-impact, interdisciplinary nexus for social sciences, education, and public policy by co-locating the academic and engagement programs of the Joseph R. Biden, Jr. School of Public Policy and Administration and the Biden Institute, with relevant, synergistic disciplines across the University.
- Continue to transform engineering and science facilities to enable state-of-the-art instruction and cutting-edge research, as well as facilitate industry partnerships to benefit students and faculty
- Reimagine Morris Library to meet the physical space, technological and other resource needs of students, faculty and the community, ensuring flexibility for future needs and leveraging philanthropic support and engagement
- Develop and expand the Lewes campus to maximize the opportunities of its unique location and resources

- Develop physical spaces for the reimagined Associate in Arts Program throughout the state that support students with necessary services and promote a strong Blue Hen identity
- Continue to develop the STAR Campus and its programs and resources to foster interdisciplinary opportunities, expand public-private partnerships and showcase sustainable development practices
- Develop a student affairs master plan that reimagines the University's student centers, housing and exhibition space, while integrating programming and physical spaces to nurture a vibrant student life experience
- Continue to improve communication among administration, faculty, staff and students and enhance transparency regarding university-wide topics
- Continue to transform athletics and recreation spaces to ensure top academic and sports performance, while continuing integration of shared spaces with other campus stakeholders
- Develop and implement an information technology strategic plan that drives the University's digital transformation, data management and governance, IT resources and systems integration, and embraces technology as an institutional asset for research growth, administrative excellence, student learning and success
- Create and implement a sustainability plan, renewing and expanding the University's Climate Action Plan, and enhancing the educational experience of students with sustainability curricula and research
- Engage students, faculty, staff and the community in the University's sustainability efforts through education, research and community service
- Continue to enhance budget and financial models that promote financial stability and sustainability
- Develop a multi-year comprehensive external funding strategy that incorporates tuition, public support, philanthropy, industry partnerships, sponsored research and other revenue streams
- Continue to deepen relationships and engagement with alumni, donors and prospects to support the University's institutional priorities and secure the resources necessary for future growth and stability

Becoming a more sustainable institution

The pursuit of sustainability — meeting our present needs without inhibiting the ability of future generations to meet theirs — presents a significant growth opportunity for the University of Delaware.

Over the past two years, the UD Sustainability Council (comprised of faculty, administration, staff and students interested in this topic) has been studying and discussing how the University can improve its sustainability. In early 2022, as UD's institutional strategic planning process was drawing to a close, the Council finished its report, which includes a series of recommendations related to multiple aspects of the University's operations. These recommendations are being analyzed for their feasibility and impact. They fall into eight broad categories:

Education — Providing academic and research programs related to climate change, environmental activism, renewable energy and other topics enable students and faculty to address real-world challenges and develop cutting-edge solutions.

Energy — Reducing the University's energy consumption and increasing its use of energy from renewable sources would help cut greenhouse gas emissions, which contribute to climate change.

Investment and Finance — Ongoing support for sustainability initiatives at UD, coupled with fossil fuel divestment, commits institutional resources toward making positive change.

Food and Dining — Evaluating the sources and packaging of meals provided on campus can result in more environmentally sustainable options.

Justice, Equity, Diversity and Inclusion — Addressing the social components of UD's operation and its impact on historically marginalized communities can advance the University's goals of engagement and equity.

Landscaping — Covering roughly 2,500 acres throughout the state, the University can promote the increased use of native plants and trees while reducing the application of synthetic herbicides and insecticides that are harmful to the environment.

Waste — The University can save money and reduce its environmental impact by increasing recycling, composting food waste and working with contractors to keep construction waste out of landfills.

Water — While UD's stormwater management system is relatively thorough, greater conservation efforts would ensure efficient use of water for drinking, sanitation, hygiene and irrigation.

Keeping the Strategic Plan Relevant and Fresh

As a dynamic and living document, this strategic plan truly embodies its Forward and Forever vision for the University of Delaware.

To ensure that this plan will serve the University of Delaware now and into the future, we are committed to accountability and continual renewal. A discrete set of metrics has been identified to track UD's progress toward realizing the vision articulated in this strategic plan. These metrics will be visible to all members of our community. Also, a process of periodic review and revision will allow us to regularly update the plan to reflect UD's latest accomplishments and new initiatives.

Metrics — Tracking Our Progress

Expanding Student Access & Success

- Retention Rates
- Graduation Rates
- Class Size
- Class Rank
- Average Federal Indebtedness

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

- Underrepresented Minority Students
- Pell Students
- Underrepresented Minority Graduation Rates
- Pell Graduation Rates
- Underrepresented Minority New Faculty

Expanding Interdisciplinary & Global Opportunities

- International Undergraduates Students
- International Graduate Students
- International Student Graduation Rates
- Double Majors
- International Faculty

Redefining Creativity, Innovation & Entrepreneurship

- *U.S News & World Report* Overall Rank
- Degrees in Entrepreneurship
- Net Tuition Revenues
- Federal Research Expenditures
- Private Grants and Contracts

Reimagining Intellectual & Physical Capital for a Sustainable & Boundless Campus

- Student-to-Faculty Ratio
- Research Expenditures
- Intellectual Density
- Tenured/Tenure Track Faculty
- Average Faculty Salaries