

Minutes of CAS Faculty Senate meeting, November 27, 2017, 104 Gore Hall, 4pm

Present: J. Alcantara-Garcia, E. Bell, M. Dominguez-Torres, M. Donovan, L. Duggan, D. Galileo, P. Gentry, J. Gizis, R. Hanley, A. Hayes, A. Hicks, T. Holden, K. Jasinska, S. Kaufman, M. Khan, Y. Leung, B. Levy, B. McKenna, S. McKenna [Griffiths], J. Morgan, J. Morrison, O. Olabisi, L. Overby, S. Patel, Y. Payne [Fichtelberg], R. Rawat [Sidebotham], K. Rosenberg, A. Sarzynsky, J. Serrano, D. Smith, L. Timmins, G. Watson

Absent: M. Cotsell, D. Lopez-Gydosh, J. Martin, J. Oestreich

Also present: A. Barrier, D. Doren

- I. The meeting was called to order at 4:06 PM
- II. The agenda was approved
- III. The minutes of the October 2017 meeting were approved
- IV. Remarks of Senate President Stuart Kaufman  
Announcements: There will be a report from the “morale committee” at the next Senate meeting. There are discussions with John Sawyer for a presentation on UD ranking for the next meeting. The senate is looking for a new parliamentarian. Please consider if you or a non-Senator colleague are interested. Finally, a reminder that it is important to look at curriculum proposals before the meeting.
- V. A consent agenda from the Educational Affairs Committee (A. Barrier) was considered (See below). Four new programs mistakenly included in the agenda were removed (11, 22, 38, 51). The remaining consent agenda items were approved unanimously.
- VI. The following new programs were discussed and each approved by individual vote: Communication (PhD), Graduate Certificate in Nonprofit and Voluntary Action, Master of Public Policy, Teaching Chinese as a Second Language, Women and Religion minor, M.S. in Fashion and Apparel Studies. In addition, the Museum Studies Minor, mistakenly left off consent agenda, was approved.
- VII. Remarks from Dean Watson:  
Dean Watson described the annual review of college goals and accomplishments with university administration. He provided PowerPoint slides (attached) describing how the college is contributing to university-wide strategic goals. He noted that the new PhD in Communication is first new PhD program during his time as Dean. The dean answered questions.
- VIII. Unfinished Business: The motion to postpone consideration of the resolution proposing committee examining the University of Delaware's ranking until December was approved.
- IX. New Business:
  - a. M. Khan asked for a consideration of sexual misconduct procedures in light of recent news events and also a case of a professor being targeted for an unpopular political opinion.

- b. J. Morgan suggested that Senators consider proposals for a graduate college and specifically suggested senators review the presentations recently made to the Board of Trustees. The link is <https://www1.udel.edu/vp-sec/MeetingMaterials/10-05-06-2017/UDGraduateCollege.pdf>

X. Adjourn at 5:15 PM.

For reference:

Consent Agenda (before removals):

1. Actuarial Sciences (BS) 2017-2018 Undergraduate Program Revision
2. Ancient Greek and Roman Studies (BA) 2017-2018 Undergraduate Program Revision
3. Approved Field Electives for the Political Science major and minor 2017-2018 Undergraduate Program Revision
4. Approved list of integrative and technical electives 2017-2018 Undergraduate Program Revision
5. Approved list of Literature-based Biology courses 2017-2018 Undergraduate Program Revision
6. Biological Sciences (PhD/MBA) 2017-2018 Graduate Program Revision
7. Biology Minor 2017-2018 Undergraduate Program Revision
8. Chemistry and Biochemistry (MA) 2017-2018 Graduate Program Revision
9. Chemistry and Biochemistry (PhD) 2017-2018 Graduate Program Revision
10. Communication (MA) 2017-2018 Graduate Program Revision
11. Communication (PhD) 2017-2018 Graduate New Program
12. Communication - Interpersonal Communication Concentration (BA) 2017-2018 Undergraduate Program Revision
13. Communication - Media Communication Concentration (BA) 2017-2018 Undergraduate Program Revision
14. Disaster Science and Management (MS) 2017-2018 Graduate Program Revision
15. Disaster Science and Management (PhD) 2017-2018 Graduate Program Revision
16. French Education (BA) 2017-2018 Undergraduate Program Revision
17. French/Political Science (BA) 2017-2018 Undergraduate Program Revision
18. German Certificate 2017-2018 Undergraduate Program Revision
19. German Education (BA) 2017-2018 Undergraduate Program Revision
20. German/Political Science (BA) 2017-2018 Undergraduate Program Revision
21. Global Studies Minor 2017-2018 Undergraduate Program Revision
22. Graduate Certificate in Nonprofit and Voluntary Action 2017-2018 Graduate New Program

23. Historic Preservation Certificate 2017-2018 Graduate Program Revision
24. History (BA) 2017-2018 Undergraduate Program Revision
25. History - American History Concentration (BA) 2017-2018 Undergraduate Program Revision
26. History - American History Concentration Honors (HBA) 2017-2018 Undergraduate Program Revision
27. History - European History Concentration (BA) 2017-2018 Undergraduate Program Revision
28. History - European History Concentration Honors (HBA) 2017-2018 Undergraduate Program Revision
29. History - World History Concentration (BA) 2017-2018 Undergraduate Program Revision
30. History - World History Concentration Honors (HBA) 2017-2018 Undergraduate Program Revision
31. History courses before 1700 2017-2018 Undergraduate Program Revision
32. History courses on the history of Asia, Africa, Latin America, or Middle East 2017-2018 Undergraduate Program Revision
33. Italian Education (BA) 2017-2018 Undergraduate Program Revision
34. Japanese Studies (BA) 2017-2018 Undergraduate Program Revision
35. Latin Education (BA) 2017-2018 Undergraduate Program Revision
36. Latin Education - Classics Concentration (BA) 2017-2018 Undergraduate Program Revision
37. Linguistics and French (BA) 2017-2018 Undergraduate Program Revision
38. Master of Public Policy (MPP) 2017-2018 Graduate New Program
39. Mathematics and Economics (BS) 2017-2018 Undergraduate Program Revision
40. Music - Composition Concentration (MM) 2017-2018 Graduate Program Revision
41. Music Composition (BM) 2017-2018 Undergraduate Program Revision
42. Music Minor - Jazz Studies 2017-2018 Undergraduate Program Revision
43. Philosophy (BA) 2017-2018 Undergraduate Program Revision
44. Political Communication Minor 2017-2018 Undergraduate Program Revision
45. Political Science and International Relations 2017-2018 Graduate Program Revision
46. Religious Studies Minor 2017-2018 Undergraduate Program Revision
47. Social Studies in World History (MA) 2017-2018 Graduate Program Deactivation
48. Spanish Education (BA) 2017-2018 Undergraduate Program Revision
49. Spanish Studies (BA) 2017-2018 Undergraduate Program Revision
50. Spanish/Political Science (BA) 2017-2018 Undergraduate Program Revision
51. Teaching Chinese as a Second Language 2017-2018 Graduate New Program



# CAS Dean's Goals

November 2017



College of Arts  
& Sciences

# University-wide Strategic Themes

- Enhancing student success
  - Building an environment for inclusive excellence
  - Strengthening interdisciplinary and global programs
  - Fostering a spirit of innovation and entrepreneurship
  - Investing in intellectual and physical capital
- within a framework of operational excellence*



## CAS 24-Goal Overview

1. Raise external funds to support campaign targets	2. Create structure to support diversity & inclusion	3. Develop a multiyear faculty hiring plan	4. Plan to expand interdisc. social sciences, including Biden school
5. Create competitive grad support/consistent packages	6. Create a graduate college	7. Recruit & retain vibrant UG community from diverse/underrepresented populations	8. Continue to increase UG 4-yr and 6-yr grad rates
9. Continue to increase UG retention to 3 <sup>rd</sup> /4 <sup>th</sup> semester	10. Develop new pre-college programs & improve awareness	11. Continue to expand international student population	12. Expand, revitalize, restructure Honors Program
13. Expand current UG entrepreneurship	14. Increase study abroad & expand global partnerships	15. Create a new budget model	16. Develop multiyear tuition & fees plan
17. Develop multiyear space plan	18. Plan/design high impact facilities across campus	19. Increase sponsored expenditures by 10%/more	20. Assess/realign technology transfer organization
21. Create university-wide communications strategy	22. Increase adoption of uniform branding standards	23. Coordinate actions to increase academic excellence	24. Develop campus-wide advising strategy

**1. Collaborate to raise external funds to support strategic and unit initiatives according to the targets established for the campaign launch.**

Work with units to assign credit for such fundraising to incentivize collaboration with the units rather than competition. College goal is \$10-11M, with three year campaign goal \$32M.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP DAR	\$\$ raised	3 year timeline

**Comments**

\$250M target to get to \$750M total campaign goal; 8/18/17 revised campaign goal from \$115M to \$100M per GW and BB. Launch 11/2017.



**2. Create organizational structure that supports diversity and inclusion, coordinating unit efforts at a university-wide level.**

Assign high priority in hiring diverse personnel. Align units w/UD's diversity initiatives and active implementation of UD's policy on diversity; Ensure search training is implemented, working w/ADVANCE, OEI, HR, Faculty Affairs and VP SPA, using data provided by IRE/HR to expand candidate pools and ensure search process is inclusive.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
EVP	Completed plans; eventually increases in URM faculty and staff; URM UG and grad enrollments	2017-18 Plans; Ongoing increases in enrollment/faculty and staff hires

**Comments**

Plans must be completed; hiring and recruitment ongoing.



### 3. Develop a multiyear faculty hiring plan, that

1. increases excellence across all departments and colleges, leveraging retirement and replacement lines as well as net new hires;
2. increases collaboration across all departments and colleges, creating new UG/grad programs, increasing interdisciplinary research;
3. optimizes mix of TT and CT faculty, addressing projected instructional demand across all departments and colleges anticipating UG and graduate program expansion;
4. increases URM faculty with the goal to be at the median of our peers, and consistent with available candidate pools.

Primary Lead	Metrics	Timeline
Provost	Year 1= plan; year 2-5 faculty hires; Years 3-10 goals = increased research expenditures, new UG and grad programs, increased enrollments, increase rankings	2017-18 Plan Developed; 40-50 net new faculty/year; 70-100 new hires/year

#### Comments

5 yr hiring plan; metrics include actual faculty hires approx 40-50 net new per year x 5 years, and eventually quality of hires measured by number of new quality programs, UG and grad, increased research, publications and citations, increased rankings of departments and programs. Goal shared with DPAA, VP Faculty Affairs, VPD.

#### 4. Create plan to expand interdisciplinary social sciences, including planning for the future Biden school, leveraging the university investment in the Biden Institute.

Faculty hiring across disciplines, development and expansion of UG and graduate programs and development of fundraising, and other external support are included.

Primary Lead	Metrics	Timeline
Provost	Updated plan	2017-18

#### Comments

Initial proposals, and older building planning docs completed; need to create timeline and detailed plan



**5. a. Create competitive graduate support packages by discipline/interdisciplinary,  
b. identify and communicate consistent support packages for graduate students,**

- a. including summer support;
- b. both internal tuition scholarship and stipend support, and external including philanthropic, federal, industry and other sources. Particular focus on increasing external support for URM students.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
SVP Graduate Education	Increased quality of graduate students, decreased time to degree	With launch of graduate college for 2018-19 fiscal year; analysis of grad support packages will follow; plan developed for 2018-19

**Comments**

Analysis of support relative to peers; recommendations for changes to practices, support levels, funding strategies will follow final graduate college report



**6. Create a graduate college that will enable graduate education improvement and expansion.**

Work to develop new and expand excellent graduate programs at the PhD and masters level, leveraging new faculty hires, that will increase research excellence, generate revenue. Provide student services to graduate students at a level consistent with UG service.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
SVP Graduate Education	Initially, launch of graduate college, with restructuring of staff/resource support between colleges and graduate college	Fall 2017 Faculty Senate proposal completed for Spring submission; launch for 2018-19 fiscal year

**Comments**

Ongoing progress is measured by creation of new programs, revenue generation, increase in excellence of graduate programs as measured by GRE scores, time to graduation, etc.

**7. Continue to create a vibrant community of undergraduates by recruiting and retaining students from diverse and underrepresented populations,**

including students from underrepresented racial and ethnic groups, low income and first generation students, and students that bring geographic and experiential diversity.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP EM	% of entering class; % of total UG; Number of students by URM	Ongoing

**Comments**

Record URM applications and enrollment Fall 2017; continue to make progress, and increase retention through advising and other efforts.



**8. Continue to increase UG 4 year and 6 year graduation rates to 75% and 85% respectively.**

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP EM	Graduation rates	5 years

**Comments**

We are already above the median of our peers on these metrics, but improvement in advising, and focus on URM populations will increase.



**9. Continue to increase UG retention to 3rd fall semester and 4th fall semester to 92% and 90% respectively.**

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP EM	Retention rates	5 Years

**Comments**

We are already above the median of our peers on these metrics, but improvement in advising, and focus on URM populations will increase.



**10. Develop new pre-college programs, and improve awareness and coordination of current programs, to improve the readiness of students from underrepresented and under-served populations, particularly Delawareans,**

to attend and graduate from UD and to increase demand for UD from high quality, creative, and entrepreneurial students from Delaware, our region, secondary markets, and international markets

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP EM	Number of pre-college/pipeline programs and enrollment in those programs. Proportion of students who matriculate to UD. Retention and graduation rates of students who attend pre-college/pipeline programs	2017-18 inventory of programs, opportunities; 2018-19 and beyond increase in programs and enrollments

**Comments**

Pre college programs coordinated through VP Enrollment Management eff 2017-18 to maximize effectiveness of pipeline recruiting; many of the programs exist and need to be expanded.



**11. Continue to expand international student population, to increase from 4.2% in Fall 2016 to 9.5%**

the international UG student body by Fall 2021 with no more than 80% from China; Achieve international UG enrollment of 12% by Fall 2024 with no more than 75% from China.

Primary Lead	Metrics	Timeline
VP EM	% of entering class; % of total UG;	2017-18 additional 200 international students; 250-300 annual increase through 2020

**Comments**

Initial plan assumed 200/year for 5 years to get to over 8%. First year 220 new students with 66% from China. Need to increase to 250-300/year for remaining 4 years and evaluate use of external agents.



## 12. Expand, revitalize and restructure Honors Program

to attract more students, and expand benefits to a larger percentage of the UD UG population, increase retention in the program.

Primary Lead	Metrics	Timeline
DP AA	Plan	2017-18

### Comments

2018-19 Will be included in college goals



**13. Expand current UG entrepreneurship experience** by building into the base curriculum, including **development of nine credit, three course certification;**

increasing opportunities for research, internships; create new campus wide Horn program framework and communicate to the campus and other constituents.

Primary Lead	Metrics	Timeline
DP AA	Actual proposal to create curriculum changes; approval by senate; enrollment in new courses, certificate	2017-18=Actual proposal to create curriculum changes; approval by senate; Yr2-5 enrollment in new courses, certificate

**Comments**

Horn Program moved from Lerner to Deputy Provost in 2016-17; academic and non academic portions of the Horn program need to be coordinated --



- 14. a. Increase study abroad programming to more countries ...
- b. Expand global partnerships with other international higher ed institutions to increase educational, scholarship and revenue opportunities.

and to include more types of programming including flexible timing for majors/student populations with unusual time/other constraints (ex. athletes, COE, CHS) to expand opportunities without impacting graduation rate.

Primary Lead	Metrics	Timeline
DP AA	Number of students by country; number of study abroad programs; COE and athletes studying abroad	5 year

**Comments**

Need to determine best structure to support internationalization

**15. Create a new budget model**

process to support strategic initiatives, increase entrepreneurial revenue generation while supporting inclusive excellence and student success and increasing resources in support of graduate education. Fully utilizes space capacity as well as revenue generation potential of summer/winter sessions.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
Budget model	Initially, new model; ultimately incentivizes new revenue generation balanced with support of strategic initiatives and university goals.	2018-19 model developed; ongoing review

**Comments**

Base budget review ongoing for ~three years to get to right size; incremental revenue over base allocated via new model.

**16. Develop multi year tuition and fees plan that utilizes effective mix of differential tuition implementation, creation and revision of existing fees, consistent with peer funding models that balances student affordability with increased value proposition of UD education. Effectively communicate value proposition to stakeholders.**

**Primary Lead**

**Metrics**

**Timeline**

Budget Office

Differential tuition plan, evaluation of enrollment impact; athletics fee creation; evaluation of all fees.

2017-18 BOT approval of plan; 2018-19 new tuition rates and fees initial year.

**Comments**

Increasing net cost of attendance through differential tuition and fees is one part of funding increased excellence, along with increased enrollment, increased efficiency. Must be balanced with ROI communication to students.

## 17. Develop multi year space plan

to accommodate new and replacement faculty hires, allocating space to maximize research per SF and increase interdisciplinary productivity to create new academic programs; includes new building programming for Biopharma, WorriLOW, STAR Tower, Biden building and backfill spaces, as well as identification of swing spaces for renovation, deferred maintenance schedule. Continue to maximize instructional spaces, including utilizing ISE and other spaces more effectively. Optimize multi-use of Student Life, Athletics and Library spaces.

Primary Lead	Metrics	Timeline
VP FREAS	Campus Master Plan	2017-18 plan; ongoing implementation to meet space goals as driven by faculty and program needs

### Comments

Help expand efficient interdisciplinary research/instruction model to main campus; STAR expansion beyond health sciences with innovation building, project COMET--One Health; Balance FSI reduction with programmatic impact

**18. Begin (continue) planning/design for high impact facilities across the campus, such as social sciences building, ISELab II, athletic performance Center. Manage the construction schedule and programming of the new innovation/biopharma building, STAR Tower, etc so that occupancy deadlines are met; construction costs are kept within budget while programming space is assigned to generate maximum programmatic impact most efficiently.**

Primary Lead	Metrics	Timeline
	2017-20	
<b>Comments</b>		





**19. Increase sponsored expenditures by 10% or more. Increase industry sponsored research activity by 5% or more (25% over 5 years). Promote faculty for national recognition and awards, e.g. National Academies memberships**

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP Research	Increased sponsored research, awards, memberships	5 year

**Comments**



**20. Complete assessment and realignment of technology transfer organization and efforts at UD and lead efforts to support entrepreneurship in collaboration with academic efforts supported by the Provost; pursue entrepreneurial campus designation through APLU**

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP Research	Invention disclosures, startups, patents, partnerships, revenue	2017-18 plan; 2018-19 and beyond increased activity

**Comments**



**21. a. Create a university-wide communications strategy that both conveys the strengths of individual colleges and units, but forms a cohesive story that helps broaden the perspective of a wide variety of stateholders regarding the value and impact of UD, including community, elected officials, donors, parents, students and trustees.**

Primary Lead	Metrics	Timeline
VP OCM	Revised staffing; cohesive updated data reports, including economic impact of UD; electronic/print messaging with same message and voice from all units; longer term, increased awareness of UD by stakeholders leading to increased enrollments, donations, fewer FOIA complaints; more awareness re: state budget ROI	2017-18 realign communications structure; hire branding agency; work with units to identify stories and crispen messaging; 2-4 years metrics changes observed

**Comments**

Communications staffing structure must be realigned to support

**22. Increase adoption of uniform branding standards across all University of Delaware digital assets,**

including social media, video and, most importantly, websites

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP OCM	Revise brand identity system for more uniform adoption and execution to achieve consistency and impact. Rollout and education of campus community to inspire and analyze use/implementation of such.	Findings end of 2017; Rollout in 2018 by spring semester

**Comments**

**23. Create plan that coordinates actions (faculty hiring, creation of new academic programs, optimization of instructional course delivery, increased student success metrics) to increase academic excellence of colleges and departments and programs.**

Evaluate and report on success of initiatives in increasing academic excellence.

<b>Primary Lead</b>	<b>Metrics</b>	<b>Timeline</b>
VP SPA	US News and other rankings; increases in metrics associated with research (publications, citations, research \$), instruction (class size, grad rate, student/fac ratio), inclusive excellence	Findings end of 2017; Rollout in 2018 by spring semester

**Comments**



## 24. Develop campus wide advising strategy

and restructuring plan that better aligns resources with needs centrally and in colleges, athletics according to best practices among our peers, and experiences at UD. Continue to use and expand the Blue Hen Success Collaborative in these efforts, with the goal of increasing retention and graduation rates.

Primary Lead	Metrics	Timeline
DP AA	Initially, Plan to restructure advising; anticipate increases in grad and retention rates over multiple years.	2017-18 Plan

### Comments

Leads: Deputy Provost and EM. Need to plan to determine timeline of hiring and restructuring.

