Minutes of CAS Faculty Senate Meeting October 15, 2018

Present:

Also Present:
J. Angelini, K. Meier, D. Voigt

I. Call the Meeting to Order (D. Smith) at 4:03PM

II. The Agenda was approved.

III. Review of minutes of May and September CAS Senate meetings (posted on CAS web site)

May already approved. September not ready yet.

IV. Remarks from Senate President (D. Smith)

Interim Dean J. Pelesko is absent due to conflicting meeting. [Note: J. Pelesko was able to arrive later in the meeting.] No other remarks.

V. Presentation: UD Campus Master Plan (D. Voigt of Skidmore, Owings & Merrill, LLP)

D. Voigt’s firm is building on the 2016 campus framework. They have just completed Phase 1, “discovery and alignment.” The aim is for not just a 3-5 year plan, but a 10 year plan with framework for beyond 2028. There is potential for building on central campus, and many opportunities south of railroad. Please see attached slides. Phase 2, “Thematic Committees,” will be through end of 2018. Phase 3, “Working Groups,” will follow in early 2019.

Questions and answers addressed the following topics:
Graduate student housing location, and the need for closer housing. The group will explore graduate student housing. Looking at other universities, a diverse set of options is usually best.

Senators were concerned about competition from other universities, the option of online classes, and thinking about online vs “brick and mortar” retailers, and the option of online classes. Do we need to be more economical in future instead of expanding? Do students need to be on campus? The Campus is compact but STAR challenges that. Scale can let you achieve things that aren’t otherwise possible.
Is the campus plan addressing important details such as classroom design, lab spaces, etc.? They have to look closely at classroom and lab space. This will likely bring out examples and identify the principles and standards (which may later change). There is a deferred maintenance list. One needs an architect for the actual design of buildings.

VI. Committee Report: Educational Affairs Committee (J. Angelini)

The consent agenda was:

1. Approved list of Archaeology courses 2017-2018 Undergraduate Program Revision
2. Approved list of Biological courses 2017-2018 Undergraduate Program Revision
3. Approved list of Social and Cultural Anthropology courses 2017-2018 Undergraduate Program Revision
4. Communication-Media Communication Concentration (BA) 2019-2020 Undergraduate Program Revision

The senate approved the consent agenda.

Proposal for Individual Consideration
1. Psychology Honors (HBS) 2019-2020 Undergraduate Program Deactivation

The regular program was previously deactivated but the honors program was overlooked. The proposal was approved.

VII. Unfinished Business: None

VIII. New Business: Parliamentary Procedure (J. Morgan)

J. Morgan, continuing as parliamentarian, made a presentation on parliamentary procedures. He provided a handout made by John Jebb for the university faculty senate. The purpose of the procedures is to provide for an orderly meeting. There was a discussion of how faculty can bring forward new proposals. Topics can be introduced at the end of meeting (as “new business”) or one can send an email to the secretary (cc’ing the CAS Senate President).

Questions and answers discussed the following topics.
*It may be advantageous to give a month’s notice by introducing a motion at senate meeting instead of executive committee a week before.*

*Are meetings open?* Anyone at the university can attend. Presiding officer can recognize people at his or her own discretion.
IX. Introduction of New Business

J. Morgan raised the topic of advising. There is concern in his department about centralizing advising of new students. He asked for a discussion in November and December. The Senate indicated support for such a discussion by voting positively.

X. Adjournment at 4:48pm.
Agenda

1. Introduction
2. Summary of Phase 1 – "Discovery and Alignment"
3. Master Plan Themes
4. Schedule
5. Next Steps
Campus Master Plan Team

SOM
- Project leadership and Vision
- Campus Design and Planning
- Project Management

Dumont Janks
- Space Utilization

HR&A
- Real Estate Planning

Jacobs
- Laboratory Planning

Andropogon
- Site and Landscape Planning

Sam Schwartz
- Transportation and Parking Planning

Langan
- Civil Design

Atelier Ten
- Sustainability Planning
Purpose of the Plan

Define the context for change
See the next thing
Operate outside the box
Grow to a new level of excellence
Strengthen interdisciplinary impact
One identity (a branded house vs. a house of brands...)
Align capital projects to advance the vision
## Context for the Campus Master Plan

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>Size</td>
<td>Increasing research productivity</td>
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<tr>
<td>Compact and walkable</td>
<td>Transition within faculty</td>
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<td>Regional position</td>
<td>Accommodating the speed of growth</td>
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<tr>
<td>Strong reputation</td>
<td>Lack of graduate student focus</td>
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<tr>
<td>Key disciplines</td>
<td>Campus culture</td>
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<tr>
<td>Undergraduate focus</td>
<td>Lack of visible collaboration</td>
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<tr>
<td>Land and real estate</td>
<td>Disconnected campus districts</td>
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<td>Heritage and identity</td>
<td>Quality of facilities / deferred maintenance</td>
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<td>External influences (town, state, schools)</td>
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Goals + Objectives

A Framework for 2028 and Beyond

- Define principles that guide everyday decision-making
- Prioritize what should we do, not what could we do
- Align both current priorities and longer-term opportunities
- Create a blueprint to deliver
- Generate and embrace an enduring vision
# Advancing the University’s Strategic Goals

<table>
<thead>
<tr>
<th>Themes</th>
<th>Student Success</th>
<th>Inclusive Excellence</th>
<th>Intellectual and Physical Capital</th>
<th>Interdisciplinary and Global</th>
<th>Spirit of Innovation and Entrepreneurship</th>
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</thead>
<tbody>
<tr>
<td>Components</td>
<td>Engaged learning</td>
<td>Celebrate culture at multiple scales</td>
<td>Build on strengths</td>
<td>Solve global and local problems</td>
<td>Meaningful partnerships</td>
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<td>Health and well-being</td>
<td>People: students, faculty, staff, visitors, alumni</td>
<td>Attract talent</td>
<td>A culture of thematic discovery</td>
<td>Unexpected collaborations</td>
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<td></td>
<td>Residential community</td>
<td>Global and local</td>
<td>Expand resources</td>
<td>Transformative impact</td>
<td>Translation of knowledge</td>
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<td></td>
<td>Holistic</td>
<td>Enable growth</td>
<td>Not “either or”... “and”</td>
<td>Think like a startup</td>
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<td></td>
<td>Success metrics</td>
<td>Stewardship</td>
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<td>Attractors / spin-offs</td>
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<td>Future space needs</td>
<td>Places of exchange</td>
<td>Regional leadership</td>
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<td></td>
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<td></td>
<td>Renewal and new construction</td>
<td>Adjacencies / affinities</td>
<td>Mixed use</td>
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<td></td>
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<td>Regional leadership</td>
<td>Core facilities</td>
<td>Future of STAR Campus</td>
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<td></td>
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<td></td>
<td>Diversity of programs and spaces</td>
<td>Connections</td>
<td>New kinds of space</td>
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<td>Accessibility</td>
<td>Cluster/Themes</td>
<td>Co-locate / co-develop</td>
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<tr>
<td>Explorations</td>
<td>Instructional space</td>
<td>The “common spaces”</td>
<td>Future space needs</td>
<td>Places of exchange</td>
<td>Operating and development models</td>
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<td>Residential life</td>
<td>Cultural identifiers</td>
<td>Renewal and new construction</td>
<td>Adjacencies / affinities</td>
<td>Market position</td>
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<td>Graduate Housing</td>
<td>Community engagement</td>
<td>Regional leadership</td>
<td>Core facilities</td>
<td>Different space management</td>
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<td>Recreation and athletics</td>
<td>Regional leadership</td>
<td>Diversity of programs and spaces</td>
<td>Connections</td>
<td>Different space ownership</td>
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<td>A continuum of education</td>
<td>Accessibility</td>
<td>Accessibility</td>
<td>Cluster/Themes</td>
<td>Technology</td>
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<td>Real-world experiences</td>
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Opportunity Sites

North + Central Campus
- 43 acres
- Potential for 1.8 M GSF of new construction
  (*Based on a projected FAR of 1.0)

South Campus
- 287 acres
- Potential for 4.8 M GSF of new construction
  (*Based on 2014 STAR Campus Plan)
Near term initiatives and capital projects

1. Interdisciplinary Social Sciences Center
2. Morris Library
3. McKinley Lab Replacement
4. South College Residence Hall
5. Christiana Towers decommission
6. Courtyard Apartments acquisition
7. Whitney Athletic Center
8. STAR Hotel and Conference Center
9. STAR Tower
10. Biopharmaceuticals Building / NIIMBL
11. Newark Regional Train Station
12. New partnership buildings
   - Chemours Company Discovery Hub

University Lands
Opportunity Sites
(*identified in the 2016 Framework Plan)
Directing Campus Growth

- Position strategic infill sites to enhance collaboration and connect campus districts
- Enhance connectivity and interaction between academic and private industrial partners
- Leverage current university initiatives and forthcoming capital investments
Key Themes

A Connected Campus
- Address incremental growth while uniting the campus
- Organize around themes, not only departments
- Establish a campus of short distances
- Create vibrant campus crossroads and inviting streetscapes
- Define the unifying characteristics

An Amplified Campus
- Learning broadened beyond the classroom
- Extend the UD experience everywhere
- More than just amenities—focus on overall well-being
- Consider community at all scales
- Sustain interaction and the “humanness” of the campus
- Anticipate evolving needs

A Translational Campus
- Evolve collaboration beyond methods to solve problems
- Expand the opportunity—From basic research to partnering to build the next big thing
- Invest in areas of strength and strategic importance
- Emphasize proximity and synergies (physical, virtual, mixed)
- Real-world experiences

A Campus of Exchange
- Learning, discovery, and ideas come together
- Build on the center of excellence
- Inform, influence and inspire future breakthroughs
- Collaborations across boundaries
- Be ready to adapt…embrace nimble planning
- Foster lifelong learning
Process + Engagement

Executive Committee

Phase 1
Vision + Alignment
- Listening
- Context for change
- Prioritization
- Align near term priorities and longer term opportunities

Phase 2
Thematic Committees
- Connected Campus
- Amplified Campus
- Translational Campus

Phase 3
Working Groups
- Academics & Library
- Campus
- Research
- Experience
- Administration + Finance
- External Relations
# Transitioning from “Discovery” Phase to “Strategies” Phase

<table>
<thead>
<tr>
<th>PHASE 2</th>
<th>PHASE 3</th>
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<tbody>
<tr>
<td>SEP</td>
<td>OCT</td>
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<tr>
<td>Exec. Comm. Meeting</td>
<td>Committee Meeting #1</td>
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**Meeting #1:**
- Goals + Objectives

**Meeting #2:**
- Visioning (the Big Ideas)

**Meeting #3:**
- Priorities + Alignment

**Thematic Committee Meetings**
- Oct - Dec
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THE 21ST CENTURY CAMPUS
CLICK TO DISCOVER MORE
UNIVERSITY OF DELAWARE
THE 21ST CENTURY CAMPUS

A PROCESS OF DISCOVERY

Discovering ideas and future innovations is key to building our future campus. In order to create an environment across our campus to facilitate this institutional vision, with a focus on the advancement of our university programs and the efficient utilization of resources, we have proposed three focused themes to guide an inclusive dialog of the full spectrum of university activity and stakeholders.

A Connected Campus
An Amplified Campus
A Translational Campus
Engagement