Welcome Advisory Council Members

Engineering, A Tradition of Excellence
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:00 – 6:00 pm</td>
<td>Reception</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>6:00 – 7:00</td>
<td>Dinner</td>
<td>College Report Card for 2008-2009 – Michael Chajes</td>
</tr>
<tr>
<td>7:00 – 7:45</td>
<td>College Year-in-Review</td>
<td>Energy Frontier Research Center – Dion Vlachos</td>
</tr>
<tr>
<td></td>
<td>Interdisciplinary Science and Engineering Bldg</td>
<td>Bioengineering Efforts – Tom Buchanan and Anne Robinson</td>
</tr>
<tr>
<td>7:45 – 8:15</td>
<td>Travel to the Bob Carpenter Center</td>
<td>Aberdeen Collaborations – Jack Gillespie and Mark Mirotznik</td>
</tr>
<tr>
<td>8:30 –</td>
<td>Colin Powell Talk</td>
<td>Break</td>
</tr>
<tr>
<td></td>
<td>10:00 – 10:30 Budget and Administration – Marty Parsons</td>
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<td></td>
<td>10:30 – 11:00 Development– Armand Battisti</td>
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<tr>
<td></td>
<td>11:00 – 12:00 College Update</td>
<td>Action Items, and Discussion – Michael Chajes, Council</td>
</tr>
<tr>
<td></td>
<td>12:00 – 1:00 pm Council Lunch</td>
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<tr>
<td></td>
<td>1:00 – 2:00 Prepare Report</td>
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<tr>
<td></td>
<td>2:00 – 3:00 Debriefing with President and Provost (Hullihen Hall)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3:00 – 3:30 Debriefing with Dean Chajes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3:30</td>
<td>Depart</td>
</tr>
</tbody>
</table>
COLLEGE REPORT CARD FOR 2008-2009

Michael Chajes, Dean
College of Engineering
Overarching Strategic Planning Goals

- Improve the college ranking from 46 to 30 (i.e. premier engineering school)
- Increase the size and productivity of the college by 50% in 5 years, 100% in 10 years
- Emphasize excellence in everything that we do

College Strategic Plan Initiatives
- Multidisciplinary Research and Education
  - Global Initiative
- Innovation and Partnership
  - Graduate Education
- Diversity
(1) Recruit CIS to the college: GRADE = A-
   a) Meetings held in spring and fall, department APR review in October
   b) Vote expected before spring semester
(2) Recruit outstanding faculty through traditional and cluster searches:
  GRADE = B
  a) Four new faculty hired in 2008-09
  b) Three cluster searches initiated in 2009-10 (Energy, Bioengineering, and Composites)
  c) Faculty size at 101.5
(3) Recruit high quality undergraduate and graduate students: $\text{GRADE} = B+$
  
a) 522 new undergraduate students in 2008-09 (25% increase)
Report Card (Action Items)

(4) Train future leaders by providing robust learning experiences to students at all levels: **GRADE = incomplete**
   a) EWB, UG research
(5) Apply for and win major research centers: **GRADE = A**
   a) Awarded a $17.5m, 5-year Catalysis Center for Energy Innovation (through DoE EFRC program)
   b) Several ERC proposals have been submitted
Report Card (Action Items)

(6) Increase multidisciplinary research activities: GRADE = B
   a) Strong efforts in areas of energy, environment, bioengineering
   b) Increasing efforts with CIS and B&E

Multidisciplinary Research and Education, Diversity
(7) Create core research facilities: GRADE = A
   a) Created a CoE infrastructure committee
   b) $15m NIST proposal under review
   c) Interdisciplinary Science and Engineering Building – core facilities
Report Card (Action Items)

(8) Develop and implement a long-range space plan: GRADE = A-
   a) Capacity study conducted and plan completed
   b) Created and filled a Facilities Manager position

• [Capacity Study Final Report](#)
• [Capacity Study Final Appendix](#)
(9) Improve faculty and student diversity, and develop a critical mass of women faculty: \textbf{GRADE = B+}

a) UG diversity improving
b) NSF Advance grant
c) 1\textsuperscript{st} woman chair in engineering
(10) Strengthen interactions with the Lerner College of Business and Economics: GRADE = A-
   a) Joint faculty hire
   b) J P Morgan Chase collaboration
   c) Financial engineering degree discussion
(11) Establish a new undergraduate program in biomedical engineering and an interdisciplinary bioengineering graduate program: GRADE = A-
  a) Biomedical engineering degree program moving forward for approval
  b) Graduate program in bioengineering being formed

Multidisciplinary Research and Education, Graduate Education, Diversity
(12) Develop new professional degree programs and 4+1 BS/MS programs:
GRADE = A-
   a) Mark Mirotznik hired to head up professional degree programs
   b) Software engineering program with CIS being established
   c) Graduate courses to be offered at APG in the spring of 2010
   d) Several departments are forming 4+1 BS/MS programs
(13) Establish research and educational partnerships with Aberdeen Proving Grounds: GRADE = A-
   a) CRADA’s signed with APG
   b) Mark Mirotznik leading professional degree programs
   c) Michael Vaughan leading internship programs
(14) Establish a global activities committee to coordinate international programs: **GRADE = B**
   a) Committee members selected
   b) Joint program with National Taiwan University started
   c) Joint activities with Tsinghua University
   d) IFEZ campus in South Korea in planning phase

Global Initiative, Diversity
(15) Prepare for ABET: GRADE = C
   a) Visit in Fall of 2011
   b) Preparations ramping up
(16) Expand development efforts to ensure that we have the resources needed to reach our goals: \text{GRADE} = B^+

a) Armand doing an outstanding job
b) Significant progress being made
c) Difficult economy to raise funds
d) Need additional staff
(17) Develop a clear brand for the college and improve communications and marketing: GRADE = B+

a) Excellent staff, adding one more graphics/web person
b) Web sites need to be refreshed
c) UD branding study just completed, college will begin ours soon
(18) Implement a business model and organizational structure that will enable the college to grow and excel: **GRADE = C**

a) Slower than expected progress in centralization of functions

b) RBB model slow to roll out
ENERGY FRONTIER RESEARCH CENTER

Dion Vlachos  
Elizabeth Inez Kelley Professor of Chemical Engineering  
Director of CCST  
Director of EFRC (Catalysis Center for Energy Innovation CCEI)
BIOENGINEERING EFFORTS

Tom Buchanan
George W. Laird Professor of Mechanical Engineering
Deputy Dean

Anne Robinson
Professor of Chemical Engineering
Director of Bioengineering Graduate Program
ABERDEEN EFFORTS

Jack Gillespie
Donald C. Phillips Professor of Civil and Environmental Engineering
Professor of Materials Science and Engineering
Director of CCM

Mark Mirotznik
Associate Professor of Electrical and Computer Engineering
Educational Outreach Director
BUDGET AND ADMINISTRATION

Marty Parsons
Chief Operating Officer
College of Engineering
College of Engineering (CoE) Administrative Re-Organization Update

- Started the process in December 2008
- Established a Facilities Manager position
- Formed three core offices:
  - CoE Human Resources
  - CoE Financial Operations
  - CoE Sponsored Programs Administration
- Integrated the CoE IT Office into the College Business Office
CoE Administrative Re-Organization Project

- **Goals**
  - Allow the faculty to concentrate on our primary mission
  - Improve overall administrative efficiencies
  - Eliminate redundant processes
  - Significantly improve separation of duties
  - Enhance internal control
  - Provide career path for administrative staff
  - Create an organization with a built-in succession plan for most positions
  - Facilitate implementation of Responsibility Based Budgeting (RBB) at the University
  - Create the model administrative organization for other colleges to follow at UD

- **What’s Next?**
  - Complete staff transfers/assignments
  - Begin detailed work of process flow improvements
  - Space issues
  - Build our College Business Office website
  - Coordinate staff training and team building
  - Fully incorporate the RBB model at the College and department level
  - Initiate Service Level Agreement discussions with UD central offices
CoE College Business Office

Marty Parsons
CoE Chief Operating Officer

- Linda Flamer
  Manager Financial Operations
- Kris Farmer
  Manager Research Administration Office
- Jim Byrnes
  Manager, Information Technology
- Maria Taylor
  Facilities Manager
- Barb Graham
  Manager Human Resources Office
College Business Office – Financial Operations

Linda Flamer
Manager Financial Operations

Michele Jennings
Assistant Manager

Dawn Arnold
Financial Processing Coordinator – Financial Reporting

Kathy Balthis
Financial Processing Coordinator

Cathy Cathell
Financial Processing Coordinator – LAM/ Effort/queries

Gretchen Taylor
Financial Processing Associate

Open Position
Financial Processing Associate

Kim Correll-Comeau
Financial Processing Assistant

Kimberly Norem
Financial Processing Assistant
College Business Office – Sponsored Programs Administration

Kris Farmer, Manager, Sponsored Programs Administration Office

- Pam McDermott, SPA Lead Coordinator
  - Kim Green, SPA Coordinator - ECE
  - Jack Pollock, SPA Coordinator - EFRC
  - Diane Clark, SPA Processing Associate
  - Open Position, SPA Processing Assistant

- Dana Crumety, SPA Coordinator - CIEG
  - Open Position, SPA Processing Associate
  - Open Position, SPA Processing Assistant

- Deborah Hendel, SPA Lead Coordinator
  - Lisa Henriksen, SPA Coordinator - CHEG
    - Sharon Juck, SPA Coordinator - ME
      - Open Position, SPA Processing Associate
      - Lisa Dougherty, SPA Processing Associate
      - Open Position, SPA Processing Assistant
College Business Office – Information Technology

Jim Byrnes
Manager
Information Technology

David Caldwell
CITA III

Christopher Donohue
CITA III

Eric Eckman
CITA II
College Business Office – Facilities

- Maria Taylor
  - Manager
  - Facilities

- Steven Beard Machine Shop
- David Cowgill Machine Shop
- Al Lance Machine Shop
- Department Lab Coordination
College Business Office – Human Resources Office

Barb Graham Manager
Human Resources Office

Open Position
HR Office Assistant

Christine Shinn
HR Employee Relations Coordinator

Ruth Ann Batten
HR Employee Relations Associate

Sharon Anderson
HR Processing Coordinator

Dian Harper
HR Processing Associate

Tyrese Johnson
HR Processing Associate

Renee Watson
HR Processing Assistant
<table>
<thead>
<tr>
<th>CoE Financial Operations</th>
<th>CoE Staff</th>
<th>Career Paths</th>
<th>CoE Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Operations Manager</td>
<td>Sponsored Programs Administration</td>
<td>Human Resources</td>
<td>Assistant to the Chair/Director</td>
</tr>
<tr>
<td>Financial Operations Assistant Manager</td>
<td>Sponsored Programs Administration Lead Coordinator</td>
<td>Human Resources Employee Relations Coordinator</td>
<td>Undergraduate Student Coordinator</td>
</tr>
<tr>
<td>Financial Fund Coordinator</td>
<td>Sponsored Programs Administration Coordinator</td>
<td>Human Resources Processing Coordinator</td>
<td>Graduate Student Coordinator</td>
</tr>
<tr>
<td>Financial Transaction Processing Associate</td>
<td>Sponsored Programs Administration Processing Associate</td>
<td>Human Resources Employee Relations Associate</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>Financial Transaction Processing Assistant</td>
<td>Sponsored Programs Administration Processing Assistant</td>
<td>Human Resources Processing Associate</td>
<td>Staff Assistant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human Resources Processing Assistant</td>
<td>Senior Secretary</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Secretary</td>
</tr>
</tbody>
</table>
College of Engineering

- **CBO HR Office**
  - Chrissy Shinn
  - Employee Relations
  - Sharon Anderson
  - Transactions Processing
  - Barb Graham
  - Manager

- **CBO Sponsored Programs Administration Office**
  - Debbie Hendel
  - Lead Coordinator
  - Kris Farmer
  - Manager

- **CBO Financial Operations Office**
  - Michele Jennings
  - Assistant Manager
  - Linda Flamer
  - Manager

- **CBO Facilities Office**
  - Maria Taylor
  - Manager
Web Design: initial contact Request Form/Carrie Qualls

Information Technology issues: submit help desk ticket

Graphics: initial contact Request Form/Carrie Qualls

Writing and Editing: initial contact Request Form/Diane Kukich

- CoE Communications & Marketing
  - Carrie Qualls

- CBO Information Technology Office
  - Jim Byrnes
    IT Manager

- CoE Communications & Marketing
  - Diane Kukich
DEVELOPMENT

Armand Battisti
Director of Development
College of Engineering
Engineering Results - Fiscal 2009

- $3 million in gifts and pledges to the College and Departments
- $300,000 growth in annual gifts
- 14% alumni participation
- 288 major donor prospects (144 last year)
- 150 visits with alumni and friends
- $20 million in gift proposals
- Dean’s travel: Houston, Florida, Boston, DC, VA, Silicon Valley
- Celebration of Scholarship dinner
- Engagement of departments & faculty
- Reunion – 1,800 attendees; Engineering Reception - 110
Fiscal 2010 Goals & Progress

Goals

• Double Major Commitments
• Increase Alumni Participation
• Acquire 50 new Delaware Diamonds ($1,000+)
• Enhance College Coordination
• Increase Donor Engagement in College
• Increase Donor Recognition
• Begin ISEB Fund Raising
• Increase Contact with Alumni & Friends
• Prepare for Future Campaign
• Identify Next Generation of Leaders

Progress

✓ $800,000 raised through October, 2009
✓ $2 M anonymous bequest
✓ 3 commitments of $100,000
✓ 12 new Delaware Diamonds
✓ College Development Committee formed
✓ Donor event at Homecoming & Reunion
✓ Donor open house in planning stages
✓ Lifetime & Estate giving plaques in process
✓ Associate Director of Development search in process
✓ ISEB Steering Committee Forming
✓ ISEB Naming Opportunities Identified
Interdisciplinary Science & Engineering Building

Development “To Do” List

- Identify Possible Donors
- Meet with Prospective Donors
- Finalize Actual Cost and Timeline
- Determine Fund Raising Goal (COE, A&S, Central)
- Conduct Feasibility Study
- Identify Naming Opportunities
- Identify Steering Committee of Leaders
- Plan Campus Presentations (Inside Delaware)
- Write Story for Messenger
- Develop Print Materials
- Solicit Gift Support
COLLEGE UPDATE

Michael Chajes, Dean
College of Engineering
UNDERGRADUATE PROGRAM NUMBERS
## Admissions Fall 2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Freshmen</th>
<th>Transfers</th>
<th>SAT</th>
<th>Honors</th>
<th>% ENGRs in Honors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>481</td>
<td>41</td>
<td>1864</td>
<td>105</td>
<td>22%</td>
</tr>
<tr>
<td>2008-09</td>
<td>405</td>
<td>13</td>
<td>1897</td>
<td>109</td>
<td>27%</td>
</tr>
<tr>
<td>2007-08</td>
<td>445</td>
<td>17</td>
<td>1867</td>
<td>107</td>
<td>24%</td>
</tr>
<tr>
<td>2006-07</td>
<td>292</td>
<td>18</td>
<td>1857</td>
<td>63</td>
<td>22%</td>
</tr>
<tr>
<td>2005-06</td>
<td>355</td>
<td>18</td>
<td>1267</td>
<td>102</td>
<td>29%</td>
</tr>
<tr>
<td>2004-05</td>
<td>345</td>
<td>23</td>
<td>1268</td>
<td>90</td>
<td>26%</td>
</tr>
<tr>
<td>2003-04</td>
<td>398</td>
<td>24</td>
<td>1240</td>
<td>103</td>
<td>26%</td>
</tr>
<tr>
<td>2002-03</td>
<td>334</td>
<td>20</td>
<td>1264</td>
<td>116</td>
<td>34%</td>
</tr>
</tbody>
</table>
Honors Students

Fraction of each College's Freshman class who are enrolled in Honors Program

- AG: 13%
- AS: 17%
- BE: 6%
- EG: 22%
- HNS: 6%
- CHEP: 8%
- UST: 11%
Undergrads and Faculty

Faculty
Students

01-02 02-03 03-04 04-05 05-06 06-07 07-08 08-09 09-10

0 200 400 600 800 1000 1200 1400 1600
Undergrads per Faculty

01-02  02-03  03-04  04-05  05-06  06-07  07-08  08-09

Faculty  UG/Faculty
## Diversity Efforts

### Pre-College

<table>
<thead>
<tr>
<th>FAME/UNITE/MERIT/UD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer Residential Program (25yrs)</td>
</tr>
<tr>
<td>• Summer 2009:</td>
</tr>
<tr>
<td>– 45 participants</td>
</tr>
</tbody>
</table>

### Undergraduate

<table>
<thead>
<tr>
<th>RISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources to Insure Successful Engineers Program (37yrs)</td>
</tr>
<tr>
<td>• 2009-10:</td>
</tr>
<tr>
<td>– 143 participants</td>
</tr>
<tr>
<td>• 2008-09:</td>
</tr>
<tr>
<td>– 19 graduates</td>
</tr>
</tbody>
</table>
## Undergraduate Diversity Efforts

<table>
<thead>
<tr>
<th>Student Ethnicity</th>
<th>RISE</th>
<th>College</th>
<th>R/C</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>71</td>
<td>77</td>
<td>84%</td>
</tr>
<tr>
<td>Hispanic American/Latino</td>
<td>40</td>
<td>55</td>
<td>73%</td>
</tr>
<tr>
<td>Native American</td>
<td>2</td>
<td>5</td>
<td>40%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>2</td>
<td>25</td>
<td>100%</td>
</tr>
<tr>
<td>Asian American</td>
<td>8</td>
<td>113</td>
<td>7%</td>
</tr>
<tr>
<td>Caucasian + Foreign + Multicultural + Unknown</td>
<td>20</td>
<td>1239</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>1502</td>
<td>10%</td>
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</table>

RISE participation vs. Undergrad Fall Enrollment 2008
GRADUATE PROGRAM NUMBERS
Graduate Admissions

- Total FT Graduate Students
- New FT Graduate Students
- Applications

<table>
<thead>
<tr>
<th>Year</th>
<th>Total FT Graduate Students</th>
<th>New FT Graduate Students</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-04</td>
<td>450</td>
<td>150</td>
<td>600</td>
</tr>
<tr>
<td>04-05</td>
<td>400</td>
<td>100</td>
<td>400</td>
</tr>
<tr>
<td>05-06</td>
<td>350</td>
<td>100</td>
<td>300</td>
</tr>
<tr>
<td>06-07</td>
<td>300</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>07-08</td>
<td>250</td>
<td>100</td>
<td>200</td>
</tr>
<tr>
<td>08-09</td>
<td>200</td>
<td>100</td>
<td>200</td>
</tr>
</tbody>
</table>
Graduate Students per Faculty

- Faculty
- Graduates

Years: 01-02 to 09-10

Graph showing the number of faculty and graduates per year from 2001-2002 to 2009-2010.
Degrees Granted

- Masters
- PhDs
- Undergrads
RESEARCH NUMBERS
General & Research Expenditures

General and Research Expenditures (CoE) vs General and Research Expenditures (IEC)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fiscal Year</th>
<th>General and Research Expenditures (CoE)</th>
<th>General and Research Expenditures (IEC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY05</td>
<td></td>
<td>$30,000,000</td>
<td></td>
</tr>
<tr>
<td>FY06</td>
<td></td>
<td>$35,000,000</td>
<td></td>
</tr>
<tr>
<td>FY07</td>
<td></td>
<td>$40,000,000</td>
<td></td>
</tr>
<tr>
<td>FY08</td>
<td></td>
<td>$45,000,000</td>
<td></td>
</tr>
<tr>
<td>FY09</td>
<td></td>
<td>$50,000,000</td>
<td></td>
</tr>
</tbody>
</table>
Research Expenditures

- **Research Expenditures (CoE)**
- **Research Expenditures (IEC)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Expenditures (CoE)</th>
<th>Research Expenditures (IEC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY05</td>
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<tr>
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<td>$40,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>FY08</td>
<td>$45,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>FY09</td>
<td>$40,000,000</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>
Research Expenditures by Department

- CCM
- CEE
- CHE
- ECE
- ME
- MSE

FY05 - FY09

$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Overhead Generated (CoE)

IC Generated (CoE)

- FY05
- FY06
- FY07
- FY08
- FY09

$0
$2,000,000
$4,000,000
$6,000,000
$8,000,000
$10,000,000
$12,000,000
ACTION ITEMS AND DISCUSSION
Recap: Overarching Strategic Planning Goals

- Improve the college ranking from 46 to 30 (i.e. premier engineering school)
- Increase the size and productivity of the college by 50% in 5 years, 100% in 10 years
- Emphasize excellence in everything that we do

College Strategic Plan Initiatives

- Multidisciplinary Research and Education
  - Global Initiative
  - Innovation and Partnership
  - Graduate Education
  - Diversity
(1) Recruit CIS to the college: GRADE = A-
   a) Meetings held in spring and fall, department APR review in October
   b) Vote expected before spring semester
   c) 2010 Goal(s): Positive vote to move effective fall 2010
Report Card (Action Items)

discussion

(2) Recruit outstanding faculty through traditional and cluster searches:
   GRADE = B
   a) Four new faculty hired in 2008-09
   b) Three cluster searches initiated in 2009-10 (Energy, Bioengineering, and Composites)
   c) Faculty size at 101.5
   d) Successful hires in all three cluster areas
   e) Total faculty size to 106 without CIS and 130 with CIS

Multidisciplinary Research and Education, Diversity
Report Card (Action Items)

discussion

(3) Recruit high quality undergraduate and graduate students: GRADE = B+
   a) 522 new undergraduate students in 2008-09 (25% increase)
   b) Offer enrichment scholarships to improve yield on high end UG
   c) Advertise the biomedical engineering program
   d) Advance joint ENG/B&E degree programs
   e) Increase the number of fully funded first year graduate scholarships
(4) Train future leaders by providing robust learning experiences to students at all levels: GRADE = incomplete
   a) EWB, UG research
   b) Evaluate curriculum with this in mind
   c) Revamp the honors experience
   d) Use this as a focal point for the CoE brand
Report Card (Action Items)
discussion

(5) Apply for and win major research centers: GRADE = A
   a) Awarded a $17.5m, 5-year Catalysis Center for Energy Innovation (through DoE EFRC program)
   b) Several ERC proposals have been submitted
   c) Provide faculty with needed support to submit and win additional center grants
(6) Increase multidisciplinary research activities: GRADE = B
   a) Strong efforts in areas of energy, environment, bioengineering
   b) Increasing efforts with CIS and B&E
   c) Use momentum of cluster committees to continue to expand efforts in energy, bioengineering, and composites
   d) Build on increased collaborations with CIS and B&E
Report Card (Action Items)

discussion

(7) Create core research facilities: GRADE = A
   a) Created a CoE infrastructure committee
   b) $15m NIST proposal under review
   c) Interdisciplinary Science and Engineering Building – core facilities
   d) Actively apply for equipment and major building funds
   e) CoE infrastructure committee develops guidelines for core facilities
Report Card (Action Items) discussion

(8) Develop and implement a long-range space plan: GRADE = A-
   a) Capacity study conducted and plan completed
   b) Created and filled a Facilities Manager position
   c) Use plan to guide space renovation and expansion
   d) Advance prospects for next building
(9) Improve faculty and student diversity, and develop a critical mass of women faculty: GRADE = B+
   a) UG diversity improving
   b) NSF Advance grant
   c) 1st woman chair in engineering
   d) Make this a visible priority in faculty recruitment committees
   e) Apply for next level NSF Advance grant
   f) Leverage biomedical engineering program

Diversity
(10) Strengthen interactions with the Lerner College of Business and Economics: GRADE = A-
   a) Joint faculty hire
   b) JP Morgan Chase collaboration
   c) Financial engineering degree discussion
   d) Expand JP Morgan Chase effort
   e) Advance joint degree programs

Multidisciplinary Research and Education, Global Initiative, Innovation and Partnership, Diversity
(11) Establish a new undergraduate program in biomedical engineering and an interdisciplinary bioengineering graduate program: GRADE = A-
   a) Biomedical engineering degree program moving forward for approval
   b) Graduate program in bioengineering being formed
   c) Gain faculty senate approval of the biomedical engineering program
   d) Identify/hire a leader to lead the biomedical program
   e) Advance the graduate program by providing resources
(12) Develop new professional degree programs and 4+1 BS/MS programs:
GRADE = A-

a) Mark Mirotznik hired to head up professional degree programs
b) Software engineering program with CIS being established
c) Graduate courses to be offered at APG in the spring of 2010
d) Several departments are forming 4+1 BS/MS programs
e) Formalize programs and begin offering classes
(13) Establish research and educational partnerships with Aberdeen Proving Grounds: GRADE = A−
   a) CRADA’s signed with APG
   b) Mark Mirotznik leading professional degree programs
   c) Michael Vaughan leading internship programs
   d) Develop new active research collaborations
   e) Begin teaching classes on-site at APG
   f) Begin to populate internship programs
(14) Establish a global activities committee to coordinate international programs: GRADE = B
   a) Committee members selected
   b) Joint program with National Taiwan University started
   c) Joint activities with Tsinghua University
   d) IFEZ campus in South Korea in planning phase
   e) Global activities committee assesses ongoing partnerships and provides roadmap for moving forward

Global Initiative, Diversity
(15) Prepare for ABET: GRADE = C
   a) Visit in Fall of 2011
   b) Preparations ramping up
   c) Accelerate preparation and invite in a consultant to advise, evaluate progress, and review self studies
Report Card (Action Items) 
discussion

(16) Expand development efforts to ensure that we have the resources needed to reach our goals: GRADE = B+
   a) Armand doing an outstanding job
   b) Significant progress being made
   c) Difficult economy to raise funds
   d) Need additional staff
   e) Hire 2nd development officer
   f) Initiate campaign for the Interdisciplinary Science and Engineering Building
(17) Develop a clear brand for the college and improve communications and marketing: GRADE = B+

a) Excellent staff, adding one more graphics/web person
b) Web sites need to be refreshed
c) UD branding study just completed, college will begin ours soon
d) Web sites refreshed
e) Develop college brand and infuse it into communication and marketing materials
(18) Implement a business model and organizational structure that will enable the college to grow and excel: GRADE = C
   a) Slower than expected progress in centralization of functions
   b) RBB model slow to roll out
   c) Successful implementation of centralized functions
   d) Build a business plan to support desired growth (people and facilities)
METRICS
Appendix

- Advisory Council SUMMARY
- CAPACITY study
- CAPACITY STUDY APPENDIX
- ISEB SCHEMATIC (project stats)
- ISEB PRESENTATION Design