



PRIDE 2020

The Strategic Plan for Delaware State University

PRIDE 2020: Personal Responsibility in Delivering Excellence



Mission Statement

Delaware State University is a public, comprehensive, 1890 land-grant institution that offers access and opportunity to diverse populations from Delaware, the nation, and the world. Building on its heritage as a historically black college, the University purposefully integrates the highest standards of excellence in teaching, research, and service in its baccalaureate, master's and doctoral programs. Its commitment to advance science, technology, liberal arts, and the professions produces capable and productive leaders who contribute to the sustainability and economic development of the global community.

Vision Statement

As one of America's most highly respected Historically Black Colleges and Universities, Delaware State University will be renowned for a standard of academic excellence that prepares our graduates to become the first choice of employers in a global market and invigorates the economy and the culture of Delaware and the Mid-Atlantic Region.

Core Values

Community | Integrity | Diversity | Scholarship | Outreach

Note: This booklet features an overview of Delaware State University's Strategic Plan. To read the plan in its entirety, please visit desu.edu/strategicplan.



President Harry L. Williams, Ed.D.

It is with tremendous pride and pleasure that I present to you the Strategic Plan for Delaware State University — Personal Responsibility in Delivering Excellence — or PRIDE 2020.

Delaware State University is a public, comprehensive 1890 land-grant university established by the Delaware General Assembly on May 15, 1891. In these 123 years, DSU has gone from being a State College offering five courses of study in agriculture, chemistry, the classics, engineering and science to a University offering its 4,505 students 52 baccalaureate, 25 master's and five doctoral degree programs through 21 academic departments. The University has an Honors Program and a number of strategic international partnerships. In addition to its 356-acre main campus with 50 buildings, DSU also has two farm properties, locations in Wilmington and Georgetown, and a fleet of planes for the Aviation Program with a base of operations at the Delaware Air Park in Cheswold.

It has been quite a journey from our humble beginnings. DSU has made significant strides along the way to the year 2014. But that was then, and this is now. PRIDE 2020 outlines for you the steps we will collectively take as we begin our journey toward the next decade — a journey that insures we are a University that prepares tomorrow's leaders, invests in the community's well-being and meets global challenges.

I charged the University Strategic Planning Council with delivering a plan that was comprehensive, challenging and concise. That committee, under the leadership of Provost Alton Thompson, spent two years meeting with members of our Board of Trustees; faculty, staff and students; community members; University supporters; and local, state and national leaders. They listened to all of your thoughts and ideas; they picked the best you had to offer and paired it with state and national priorities and best practices in higher education. With the plan now in place, the University Strategic Planning Implementation Committee will be responsible for implementing, monitoring and tracking the achievement of its goals and objectives.

PRIDE 2020 will become the launching pad for what Delaware State University is to become.

Strategic goals

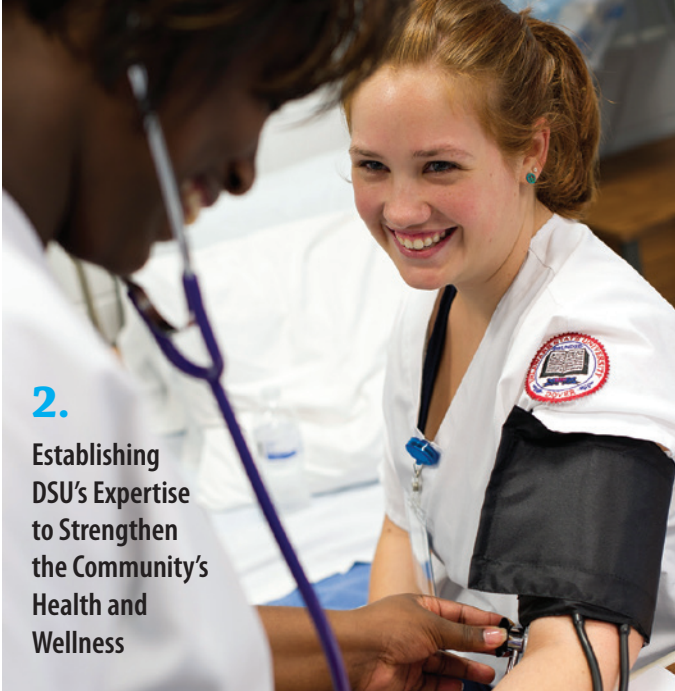


PRIDE 2020

Focus areas

1.

Preparing DSU for the Future with a Focus on Science, Technology, Engineering and Mathematics (STEM)



2.

Establishing DSU's Expertise to Strengthen the Community's Health and Wellness



1. Intellectual Climate and Culture

Create an exceptional learning environment that promotes challenging, high-quality curricular and co-curricular programs, engaged student learning, and local and global citizenship.

2. Student Success

Recruit, develop, retain, graduate and place outstanding students.



3. Research and Scholarship

Increase and sustain excellence in scholarly and creative research that addresses significant state, regional, national and global challenges.

4. Outreach and Engagement (Service Beyond Self)

Strengthen and expand our outreach, engagement and economic development programs to benefit the people of Delaware, the nation and the world.

5. Sustainability

Enhance and extend the University's environmental stewardship through education, research, outreach, conservation and innovation.



6. Institutional and Operational Effectiveness

Enhance, leverage and diversify our resources to fulfill the University's mission.

These six strategic goals are the high-level, key areas of focus that are necessary to achieve Delaware State University's vision of academic excellence, producing and placing outstanding graduates, and effectively serving the citizens of Delaware and beyond. Within each goal, we have identified key action strategies — how we will achieve each goal — and key performance indicators — how we will measure progress. *Following is an overview of each strategic goal and its objectives. For the full Strategic Plan including key action strategies, please visit desu.edu/strategicplan.*

3.

Moving Forward by Strengthening International Partnerships



4. Retention, Graduation and Job Placement



Goal 1

Intellectual climate and culture

Create an exceptional learning environment that promotes challenging, high-quality curricular and co-curricular programs, engaged student learning, and local and global citizenship



Academic excellence and a stimulating intellectual environment populated by talented faculty and students are the essential attributes of a comprehensive, first-rate university. The recruitment and retention of outstanding faculty, staff and students will continue to be a high priority. Excellent teaching supported by high-quality faculty who are experts in their disciplines ensures an intellectually challenging education central to our land-grant mission in undergraduate, graduate and professional programs. Educating students to be global citizens is a defining characteristic of DSU and is vital to achieving our objective of providing a high-quality education that equips students with the knowledge and skills to be leaders in their chosen professions. We foster a concern for social justice and the capability to advocate it.

We will increase our focus on research, but we will not lose sight of teaching excellence. Delaware State is committed to being an excellent teaching institution, and we believe student success is increased when faculty make teaching a priority on par with research. A DSU education is hands-on, thrives through collaboration, is project-based, active, and stresses critical thinking, teamwork and the lively exchange of ideas. The ideal we relentlessly pursue is that higher education at DSU must be a seamless web uniting teaching, research/creative activity, and the extension and application of knowledge to serve and improve society.

Objectives:

- Ensure all students are provided high-quality programs that are recognized nationally and internationally
- Facilitate student learning as evidenced by increasing 21st Century Skills and Habits of Mind that enable students to become productive citizens and lifelong learners as measured by well-defined rubrics
- Build opportunities for students to gain global perspectives, participate in experiential learning and further social justice
- Improve faculty and student scholarship through integration of teaching, research, creative activity and engagement
- Recruit and retain outstanding and engaged faculty

Goal 2

Student success

Recruit, develop, retain, graduate and place outstanding students

DSU's commitment to students is at the core of the University's vision and mission, and our institutional structure, policies, programs and practices must enhance and facilitate student success. We will continue to take concrete steps to meet today's students where they are and provide them with an exceptional education for professional and personal success. Strategies to enhance student success include: expanding learning outcomes assessment and reviewing general education; increasing and promoting opportunities to engage in research and active learning; increasing participation in professional internships and co-op experiences, service learning and study abroad programs, and research; improving key student transition experiences such as first- and second-year programs, entering a major, enhanced advisement and academic enrichment opportunities; supporting high-quality graduate education; and assisting students to develop 21st Century Skills and Habits of Mind that will enable them to become productive leaders and lifelong learners in an increasingly global community.

Objectives:

- Increase retention and graduation rates by at least two percent annually for the next five years
- Use enrollment management best practices to increase overall enrollment to 5,000 students
- Expand and enhance quality programs, services and activities to enrich the student experience
- Produce and place graduates in the workplace and/or graduate and professional programs to enable them to become productive leaders in an increasingly global community



Goal 3

Research and scholarship

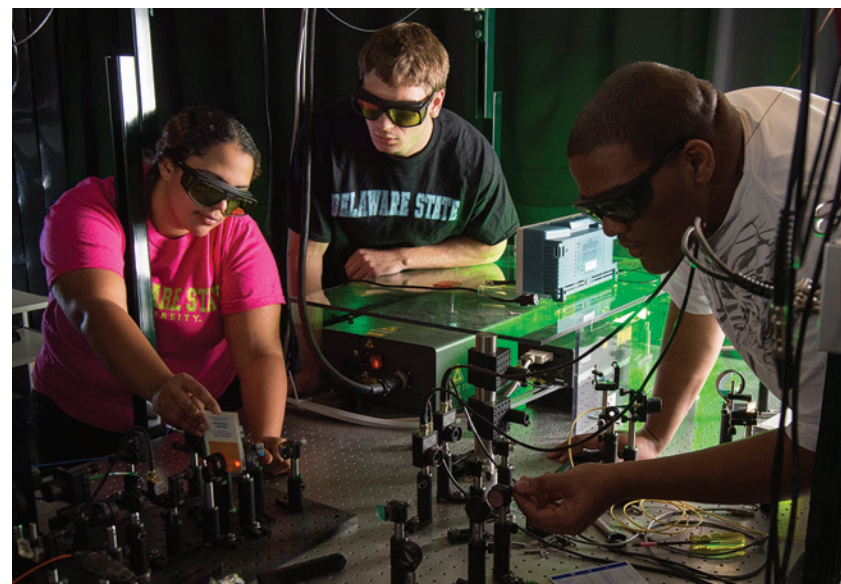
Increase and sustain excellence in scholarly and creative research that addresses significant state, regional, national and global challenges

Research and scholarship are central to the University's land-grant mission and are significantly relevant to advancing knowledge, improving the quality of life in our state and nation, and improving the state's economy and global competitiveness. While increasing our focus on research, we believe that student success is increased when our instructional faculty is actively engaged in research, scholarship and artistic endeavors. In short, we will continue to offer a high quality undergraduate education with targeted areas of excellence in research and graduate education.

Our research or discovery enterprise is intentionally interdisciplinary and innovative. This enterprise includes such critical areas as biomedical research, neuroscience, optics, renewable energy, water quality, health disparities and research in the social and behavioral sciences. DSU faculty and student researchers work in laboratories, in communities, on the campus, across the state and around the world to find solutions to the complex problems and issues that adversely affect our life quality. Going forward, we will conceptually and operationally define a succinct set of research clusters that will make significant advances and important discoveries, push the boundaries of knowledge, and create technologies that can benefit the lives of Delawareans, the nation and the world. These research clusters will be highly correlated with our academic mission areas and will guide resource allocation.

Objectives:

- Increase research productivity in grants, scholarly publications, creative activities, innovation and patents by 50 percent in five years
- Increase, strengthen and sustain the support systems and infrastructure to assist faculty, staff and students in all aspects of their research endeavors
- Provide opportunities for undergraduate students to participate in research
- Maintain the highest standards of ethics and integrity in research and management of the research enterprise



Goal 4

Outreach and engagement

(Service Beyond Self)

Strengthen and expand our outreach, engagement and economic development programs to benefit the people of Delaware, the nation and the world



As part of its land-grant mission, DSU serves the people of Delaware in a role that is far larger than simply educating its citizens in the classroom. That role has been historically fulfilled through Cooperative Extension, which has an emphasis on research, education and service to support the food and fiber sectors. The University will continue to honor and support this commitment. Extension at DSU, as it is across the land-grant community, has been broadened to include outreach and engagement in other academic programs, research and service, continuing and online education. These outreach and engagement programs and activities link the intellectual and technical resources of the University to the community. This mission area is central to the University because: (1) the problems and issues affecting our citizens are becoming increasingly complex and interdisciplinary; (2) the needs of underrepresented populations and persons living in underserved communities continue to grow and deepen; and (3) of the economic downturn.

The University will continue to selectively pursue advanced delivery technologies and strategic alliances among multiple units and programs. These strategies will include:

- using the campuses as key delivery nodes,
- sharing faculty, staff and programs, service learning, civic engagement and volunteerism, expanding programming for nontraditional students and our citizens,
- taking a more entrepreneurial approach to service delivery, and
- developing a more internationally oriented concept of service.

In so doing, we will use University's expertise and marshal its resources to grow the state's economy and ensure that communities are well served by their resources.

Objectives:

- Strengthen and expand DSU's outreach, Extension, engagement, entrepreneurship and economic development programs to benefit the people of Delaware, the nation and the world
- Collaboratively develop and enhance programs for underrepresented groups and underserved communities

Goal 5

Sustainability

Enhance and extend the University's environmental stewardship through education, research, outreach, conservation and innovation

DSU is aptly focused on improving its sustainability and reducing its environmental impact. As articulated very succinctly by President Harry L. Williams, "higher education should play a meaningful role in modeling best practices . . . and shall be an environmental leader in reducing its carbon footprint."

DSU's commitment to be an institutional leader in environmental stewardship has moved to a new level as it has become the first state entity in President Barack Obama's Better Buildings Challenge, which calls for commercial and industrial building energy upgrades to make America's buildings 20 percent more efficient over the next decade and outlines plans to reduce energy costs across the country by nearly \$40 billion. DSU was invited to be a part of this initiative as the result of receiving the 2011 Climate Leadership Award from the American College & University Presidents' Climate Commitment. The award recognized DSU for its campus "Go Green" initiative. Of the 10 participating universities, DSU is the only HBCU selected. DSU is developing a comprehensive, integrated and interdisciplinary approach to institutionalize sustainability and make the University a well-known green and sustainable campus.

Objectives:

- Develop transformational learning opportunities that prepare faculty, staff and students to live, contribute and work in a sustainable society
- Expand interdisciplinary research and scholarship in advancing knowledge and innovations for sustainable energy, materials and technology
- Implement campus-wide sustainable environmental practices and policies that include carbon neutral conservation measures
- Engage the external community through partnerships to promote environmental sustainability practices



Goal 6

Institutional and operational effectiveness

Enhance, leverage and diversify our resources to fulfill the University's mission

Declining resources from state and federal governments will not affect DSU's commitment to maintaining high standards, nor will it affect our commitment to offer quality service and excellence. In fact, more than ever, we are committed to making the most effective use of all resources, including our most treasured resource – our people. We will be creative, innovative and flexible as we seek ways to improve the teaching and learning environment, demonstrate that students learn, make better and more effective use of our instructional and research facilities, create more efficient business practices, continue to function in a more sustainable fashion, develop a framework for budget and staffing flexibility, and reward innovation. Our task now is to be good stewards of all our resources while we move toward greater excellence.

Objectives:

- Enhance the University's revenues by three percent annually for the next five years
- Achieve excellence in administrative operational effectiveness and efficiency
- Continue to support, use and enhance comprehensive assessment processes throughout all divisions in order to inform decision making
- Implement a comprehensive enterprise risk management plan, ensuring that the University community becomes aware of its responsibilities for minimizing exposure to ongoing risks and threats
- Develop and update annually a comprehensive master facilities plan that addresses the University's strategic needs, implementing it as funding allows
- Create a culture of accountability, high performance and service excellence
- Build brand awareness and strengthen customer engagement through targeted integrated marketing initiatives



Key performance indicators

An important component of the Strategic Plan involves the development of key performance indicators to measure and enable monitoring of our progress. Opportunities to refine and/or expand these measures will be given to the various colleges, divisions and units during the course of planning and implementation. To enhance ownership at all levels of the University, the academic deans and division vice presidents will be accountable for developing the plans that link to the goals of the University. Progress updates to the Board of Trustees, University community and other key stakeholders will occur on a regular basis.

Our path forward will be to redefine how we measure and track achievement of goals and objectives. Choosing metrics and developing rubrics to express PRIDE 2020 establishes the framework to align the goals and objectives with the University's action strategies. Translating the Strategic Plan into action requires close monitoring and commitment to ensure sustained growth throughout the University. The plan's measures and its key performance indicators capture primary areas of measurement that constitute our definition of success in reaching our six University-level goals by 2020. The most strategic elements, as described in the plan, will dictate how we liberate and prioritize resources to address operational and emerging needs.

The table at right lists the plan's key performance indicators and 2020 goals. For more in-depth tracking, including current statistics and comparisons with HBCU and aspirational peers and competitor institutions, please read the full plan at desu.edu/strategicplan.

	2020 Goal
Goal 1: Intellectual Climate and Culture	
KPI #1: Undergraduate Student Participation Rate in Research, Study Abroad, Service Learning, Experiential Learning and Leadership Programs	45%
Goal 2: Student Success	
KPI #2: Percent of Students Obtaining Gainful Employment in 12 months	80%
KPI #3: Four-Year Graduation Rate	38%
KPI #4: First-Year Retention Rate	80%
KPI #5: New Freshman Average SAT/GPA	950/3.10
Goal 3: Research and Scholarship	
KPI #6: Contracts and Grants Awarded	\$30 million
Goal 4: Outreach and Engagement (Service Beyond Self)	
KPI #7: Number of Students in the "STEM" Early College High School	400
KPI #8: Number of Online Courses and Programs	62 courses, 15 programs
KPI #9: Number of Certificate Programs	14
Goal 5: Sustainability	
KPI #10: Undergraduate Student Participation Rate in Sustainability Courses and Activities	58%
KPI #11: Guaranteed Energy Savings	\$1.8 million

	2020 Goal
Goal 6: Institutional and Operational Effectiveness	
KPI #12: Strategic Enrollment Increase	5,000
<ul style="list-style-type: none"> Graduate Students Online Students International Students STEM Students Undergraduate Students Transfer Students Other 	
Total Students (Head Count)	
KPI #13: Increase Overall University Funding	\$136 million
<ul style="list-style-type: none"> Tuition and Fees Contracts and Grants Auxiliary Revenue Endowment Income 	
Total University Funding	
KPI #14: Alumni Giving Rate	15%
KPI #15: Instruction Expense per FTE Student	\$10,698*

* FY 14-15 goal. The 2020 goal will be established from findings from the Business Transformation Project Team.





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It will be the policy of Delaware State University to recruit, hire, train and promote persons in all job titles without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law.

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