

DELAWARE STATE UNIVERSITY

STRATEGIC PLAN

INSTITUTIONAL GOALS FOR FISCAL YEAR 2007 – 2011

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DELAWARE STATE UNIVERSITY'S STRATEGIC PLAN

Delaware State University's Strategic Focus

A. Basic Philosophy and Values

Delaware State University is committed to excellence. It seeks to be the best in all that it does. The University believes that this uncompromising pursuit of excellence is best achieved through teamwork.

The University is committed to providing students with a complete and high quality educational experience. The University, therefore, not only seeks to provide high quality academic programs, but also seeks to provide students with an excellent campus life experience and opportunities to participate in extra-curricula activities of quality.

Delaware State University is an 1890 land-grant institution committed to the philosophy on which it was founded. Thus, the mission can be simply stated as involving teaching, research and outreach.

The University is committed to providing all undergraduate students with a strong liberal arts education. This essential part of the student's education serves as the foundation for studies in the major areas.

Delaware State University considers the changing needs of students as a major institutional priority. The University believes that (1) students must receive the education required for employment and upward mobility; (2) more minority students must be prepared for graduate and professional education, especially in areas in which they are traditionally under-represented; and (3) students should be exposed to new developments in currently existing curricula using diverse teaching strategies. Delaware State University places major emphasis on quality teaching. At the same time, the University recognizes that the faculty are obligated to engage in research to increase the storehouse of knowledge in various disciplines and fields and, as appropriate, to apply that knowledge to the solution of community, regional, national, and international problems. The University also believes that faculty involvement in research substantially enhances the quality of teaching and expects that students will be provided opportunities to engage in research. Through research, faculty members can continually expand their professional knowledge base and maintain the vitality of their teaching.

In addition to the primary emphasis on high quality teaching and the accompanying obligation to engage in research and outreach, the University is committed to serving the surrounding communities, the State of Delaware, and the Nation.

B. Clientele

Delaware State University serves a diverse student population that includes members of various racial and ethnic groups, traditional and non-traditional students, Delawareans and non-resident students, international students, and students of varying socioeconomic backgrounds. In addition to student clientele, the University also seeks to serve external and internal constituencies comprised of civic and business leaders, legislators, alumni, parents, friends, corporations and foundations, the University family of faculty and staff, and other organizations such as service clubs, agencies, and associates.

As a public institution, the University attempts to maintain an appropriate mix of in-state and out-of-state students.

As a historically black institution, the University is committed not only to ensuring access to African Americans, but also to providing a conducive and supportive environment that will maximize the opportunities for success for all students.

As an 1890 land-grant institution, Delaware State University provides programs in research and extension designed to meet the needs of all Delawareans. Various programs are designed especially to meet the needs of families of low socioeconomic backgrounds and farmers with limited resources.

C. Comparative Advantage

Delaware State University has several strengths and unique features that make it a desirable institution for post-secondary education. These features provide an advantage over its major competitors. The strengths and unique features are:

- (1) Highly favorable student – teacher ratio and an inviting campus environment;
- (2) Attractive tuition and quality academic programs;
- (3) Highly qualified and committed faculty;
- (4) A multiracial and multicultural environment;
- (5) Opportunities for students to develop leadership skills by participating in various student organizations and activities;
- (6) Comprehensive program offerings;
- (7) Equitable admissions policy;
- (8) Opportunities for challenging undergraduate and graduate research and independent study;
- (9) Programs and support services to meet the needs of a diverse student body;
- (10) Degree programs unique to the State and/or region; and
- (11) Strategic and convenient geographic location.

D. Program/Service Mix

Delaware State University is a comprehensive institution that provides students with a broad liberal arts education. The University also offers degree programs in agriculture and natural sciences, humanities, social sciences, selected professional areas and graduate programs in eleven disciplines. Eighty-five (85) percent of the total enrollment is expected at the undergraduate level during the next five years. Also, during the current planning period, emphasis will be placed on strengthening existing programs. New degree programs will be considered only if (1) a clear need is identified and (2) resources to implement programs are identified.

Delaware State University had established an assessment process for the entire institution. Academic and administrative program reviews will be conducted with an objective to maintain a quality institution by the determination of an efficient mix of academic programs and student support services. Additionally, the determination of those programs that need to be strengthened, expanded or eliminated will be recommended to the Strategic Planning Committee.

E. Geographic Service Area

The University serves students from all three counties of Delaware. The University also serves students from the neighboring states of Maryland, New Jersey, Pennsylvania, the District of Columbia; and the states of New York, Massachusetts, Connecticut and Virginia. This constitutes the major geographic area served by the University. Thus, the University is a regional institution that primarily serves the State of Delaware and secondarily, serves the neighboring and certain northeast states. To complete the mix of students, a small proportion of students come from states

not located in the primary or secondary geographic areas. The University also serves students from various foreign countries and U.S. territories, including Guam, U.S. Virgin Islands, and Puerto Rico.

The University prefers to offer its programs on the main campus, but it is recognized that the needs of many persons living in Sussex and New Castle counties can only be met by offering courses within those counties. Thus, the University offers and will continue to offer selected courses and limited program options at off-campus sites within Sussex County and New Castle County.

MISSION STATEMENT

Delaware State University is a public, comprehensive, 1890 land-grant institution. The mission of the University is to provide for the people of Delaware and others who are admitted, meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education. Within this context, the University provides educational opportunities to all qualified citizens of this state and other states at a cost consistent with the economic status of the students as a whole. While recognizing its historical heritage, the University serves a diverse student population with a broad range of programs in instruction, service, and research, so that its graduates will become competent, productive and contributing citizens.

VISION STATEMENT FOR DELAWARE STATE UNIVERSITY

Delaware State University will be a diverse, selective teaching, research and service university in the land-grant tradition, serving the people of the state of Delaware and the region. It will be a university of first choice for students from the state. It will:

- Excel in the education of undergraduates in the Liberal Arts and in the professional, technical and scientific development of the workforce.
- Attain a significant educational presence in all three Delaware counties, emphasizing also services for adult learners and providing for the re-certification needs of professionals.
- Provide an important engine for research and economic development in Delaware, especially in Kent and Sussex counties.
- Offer an array of master's and doctoral programs in areas of importance to the social and economic development of Delaware. Through those programs graduate leaders in areas such as education, the natural, social and health-related sciences and professions, agriculture, social work, aviation and business.
- Develop a community of scholars with talent and expertise that will garner regional and national recognition.
- Enhance competition in intercollegiate athletics at the NCAA division I level, with an increasing emphasis on the participation of female student-athletes.
- Develop the arts as an integral part of the University's programs and cultivate relationships in the arts across the state and region.
- Continue to build a culture of global awareness through internationally focused teaching and learning activities and by cultivating collaborative relationships with international programs, higher education institutions and global communities.

Strategic Goals and Objectives for FY 2007-2011

Institutional Goal I

To strengthen and support academic programs to enable students to reach their career goals

The FY 2007-2011 institutional objectives related to Goal I:

- 1.1 To continue to improve the quality of teaching and learning in all programs.
- 1.2 To improve retention and graduation rates by five percent.
- 1.3 To maintain and seek accreditations and certifications for programs.
- 1.4 To develop and implement master and doctoral programs that meet societal needs of diverse populations.
- 1.5 To continue to build a culture of global awareness through internationalizing the curriculum and through cooperative relationships with international institutions of higher education.
- 1.6 To recruit and retain quality faculty to ensure maintenance of 80 percent faculty with terminal degrees.

Institutional Goal II

To maintain, support and encourage a dynamic research program that will foster and increase faculty and student participation

The FY 2007-2011 institutional objectives related to Goal II:

- 2.1 To increase faculty participation and provide opportunities for students to participate and enrich their undergraduate experience.
- 2.2 To increase grant applications and research contracts to acquire \$30 million in research efforts.
- 2.3 To establish endowed professorships.
- 2.4 To enhance interdisciplinary research and encourage collaborative research with other state, regional and national institutions of higher education.
- 2.5 To provide increased professional development and academic enrichment support for faculty.

Institutional Goal III

To improve and strengthen outreach efforts to underserved populations in the state

The FY 2007-2011 institutional objectives related to Goal III:

- 3.1 To strengthen the University's commitment to serving its community through assistance and education.
- 3.2 To continue to play a key role in economic development in the state.
- 3.3 To provide leadership in improving K-12 education in Delaware and surrounding area.
- 3.4 To strengthen the tripartite 1890 Land-Grant mission programs.

Institutional Goal IV

To improve the quality of life for residential and commuting students through a comprehensive enrichment program

The FY 2007-2011 institutional objectives related to Goal IV:

- 4.1 To establish student-centered programs in the residential halls to create a vibrant living-learning environment.
- 4.2 To develop strategies to enable commuter students to become more engaged in non-academic activities.
- 4.3 To enhance the quality of life for all students through a holistic array of activities, programs and events.
- 4.4 To strengthen the University's competitive edge in intramural and extramural activities.
- 4.5 To develop and implement a University-wide retention plan to increase cohort retention rates and the University's graduation rate.

Institutional Goal V

To improve and upgrade technology to support the living-learning environment

The FY 2007-2011 institutional objectives related to Goal V:

- 5.1 To maintain and enhance technology in the delivery of instruction in the classroom and through distance education.
- 5.2 To improve and upgrade the physical environment for instruction.

Institutional Goal VI

To improve external support for the University through enhanced development and marketing efforts

The FY 2007-2011 institutional objectives related to Goal VI:

- 6.1 To grow the endowment by an average of five percent per year over a 10-year period through a strategic investment strategy and increased contributions.
- 6.2 To increase private giving in the individual, corporate and foundation sectors to support University needs, particularly in the area of scholarships for the attraction and retention of students.
- 6.3 To strengthen and improve public and private support for Delaware State University by enhancing its reputation to various stakeholders, including prospective students and their families.
- 6.4 To build the University's capacity to communicate its progress to alumni and key stakeholders, both internally and externally.
- 6.5 To develop an integrated marketing strategy that strengthens the institution's image and identity.

Institutional Goal VII

To ensure the appropriate processes are in place to assure sustainability, availability and viability for human and fiscal resources

The FY 2007-2011 institutional objectives related to Goal VII:

- 7.1 To implement the University's strategic plan through establishing clear departmental goals and individual performance objectives.
- 7.2 To formally adopt policies and procedures that ensure adequate systems of oversight and control.
- 7.3 To align the budget development and allocation process with institutional priorities.
- 7.4 To develop, implement and maintain a University Strategic Technology Plan for acquisition/implementation, maintenance and training.
- 7.5 To develop a comprehensive annual program of individual and institutional renewal that includes professional and systematic improvement.

Institutional Goal VIII

To maintain a systematic and periodic assessment/evaluation to ensure compliance with requirements for certification and accreditation

The FY 2007-2011 institutional objectives related to Goal VIII:

- 8.1 To continue to develop, implement and utilize a comprehensive and integrated assessment process for institutional effectiveness and student learning outcomes.
- 8.2 To evaluate assessments throughout all divisions to understand current trends and impact future decision making.

Institutional Goal IX

To develop and implement an enrollment management plan that aims to strategically and substantially grow the student population of the University over the next five years

The FY 2007-2011 institutional objectives related to Goal IX:

- 9.1 To use external assistance to identify and implement best practices related to enrollment management and strategies.
- 9.2 To develop an enrollment management strategy that aims to grow student enrollment, including graduate students and adult learners.
- 9.3 To increase graduate student enrollment by 5 percent per year.