PART II – SELF-STUDY THEMES

Chapter 4: Supporting Institutional Renewal
(Standards 1, 2 and 3)

The first three Standards -- Mission and Goals; Planning, Resource Allocation, and Institutional Renewal; and Institutional Resources -- are critical to the success of Delaware State University. They represent the heart of the effort to grow and improve the institution continuously in order to fulfill the Mission.

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MSCHE Standard 1: Mission and Goals

The institution’s mission clearly defines its purpose within the context of higher education and indicates who the institution serves and what it intends to accomplish. The institution’s stated goals, consistent with the aspirations and expectations of higher education, clearly specify how the institution will fulfill its mission. The mission and goals are developed and recognized by the institution with the participation of its members and its governing body and are used to develop and shape its programs and practices and to evaluate its effectiveness.

Delaware State University is in compliance with Standard 1.

1993 Mission

Delaware State University (DSU) has a clearly defined, comprehensive, and published Mission Statement that defines its purpose and goals as an institution of higher education and is specific to the institution. The Mission addresses instruction, scholarship, research, service, community involvement, who the institution serves and what it intends to accomplish. The basic focus of the institution is defined by the Mission Statement, and it explains the institution’s character and individuality and is in harmony with and supportive of the specific, mandated, and unique role of a land-grant university as legislated in the Second Morrill Act of 1890 – Act of August 30, 1890, ch. 841, 26 Stat. 417, 7 U.S.C. 322 et seq. The 1993 Mission Statement covers the period of this self-study while the 2011 iteration of the Mission Statement, resulting from assessments of institutional effectiveness and this self-study, is discussed at the end of this chapter.

As approved by the Board of Trustees, the 1993 Mission Statement reads as follows:

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.

The University publishes the Mission Statement broadly, in its online Graduate Catalog and Undergraduate Catalog, on the DSU website, and in publications. The University’s institutional
goals, developed through the strategic planning process, are also posted on the University website.

**Institutional Goals**

Delaware State University’s current institutional goals, as defined in the 2007 Strategic Plan, were developed in 2006 and put into effect in 2007. They clearly identify the University’s priorities in fulfilling the Mission:

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

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

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

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

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

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

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

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

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.

Goals I, II, and III represent the traditional core of DSU’s tripartite mission, while goal IV addresses the responsibilities of a historically black university. Goals V, VI, VII, and IX capture the strategic planning required for the continuous improvement of services and the growth of the University. Goal VIII assesses success at all levels, most importantly in the areas of student learning and institutional effectiveness. Goals V through IX were developed in response to specific concerns expressed by internal and external constituents while engaging in the assessment and strategic planning process. Specifically, improving the quality of life, enrichment, and technology were a necessity for DSU to fulfill goals I – IV, but also to allow the University to compete for external funding (Goal VI), to maintain accreditation (Goal VIII), and to retain and grow the student population (Goal IX). The complete 2007 Strategic Plan including institutional goals and objectives can be found in Appendix 4.1.

The 2007 Strategic Plan was developed by a broadly based Strategic Planning Committee and several key sub-committees. The Board of Trustees approved the plan in May 2006. The Strategic Plan Implementation Committee meets yearly to review the goals, objectives, and action items in order to provide updates and/or delineate areas in need of attention. Led by the Associate Provost, the Strategic Plan Implementation Committee provides updates to the Provost, who in turn communicates them to the Administrative Council, the President, and the Board of Trustees through the committee structure. Appendix 4.2 offers an overview of progress in achieving the nine Strategic Goals.
Learning Goals

Delaware State University has identified core learning goals with which all program student learning outcomes and course objectives must align. At all levels students are prepared to be

- competent communicators;
- effective inquirers, critical thinkers, and problem-solvers able to use appropriate quantitative and qualitative information;
- ethical, collaborative, and productive citizens of a complex, diverse world;
- independent learners able to integrate knowledge and technology to achieve personal and professional success.

Detailed discussion of the assessment of learning goals can be found in Chapters 6, 8 and 9.

Vision Statement and Core Values

Several recent leadership changes have created opportunities to closely examine DSU’s future path. In the fall of 2008 the President left his post whereupon the chairman of the University Board of Trustees assumed the role of Interim President. In early 2010 Dr. Harry L. Williams, then Provost and Vice President for Academic Affairs, was selected as the new President for the University. Throughout this period the 1993 Mission Statement, the 2003 Vision Statement, and the 2007 Strategic Plan have guided the University. See Appendix 4.2 for the 2007 Strategic Plan and Appendix 4.3 for the 2003 Vision Statement.

Upon installation the new President established a Blue Ribbon Commission to draft a new Vision Statement that would guide DSU’s journey to becoming one of the best HBCUs in the country. The President sought broad internal and external input to ensure that the vision reflected a future supported by the University community and external stakeholders. The Commission membership reflected key constituents and was co-chaired by a University dean and alumnus who is a former U.S. Congressman. The Commission was also charged with developing a recommended set of values. Conducting statewide public meetings, internal forums, and online opportunities to contribute, the resulting Vision Statement and Core Values were approved by the Board of Trustees at its June 2010 Board meeting.

The new 2010 Vision Statement reads as follows:

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 culture of Delaware and the Mid-Atlantic Region.

The newly identified Core Values are Community, Integrity, Diversity, Scholarship, and Outreach.

2011 Mission

The Mission Statement has evolved over time and the wording has been purposely changed to fit the needs of the community. The 2007 Strategic Plan established broad institutional goals reflective of the 1993 Mission Statement and 2003 Vision Statement. As more University initiatives surfaced in response to changes in the expectations for higher education - especially in the areas of science, technology, and globalization - and as the University worked through the
MSCHE self-study process, it became clear that DSU’s recent growth in key areas was not fully captured by the 1993 Mission Statement.

During the fall 2011 semester, the President appointed a Mission Review Team to revise the DSU Mission Statement. The University’s engagement in an intensive self-study, along with other accreditations, supported meaningful participation. Specifically, the President noted that while the 1993 Mission defined DSU’s identity and important role in the community, it was time to examine it in light of the University’s new Vision, Core Values, and expanding portfolio of academic and research programs tied to needs in Delaware, the nation, and internationally.

Chaired by the Provost, the Mission Review Team utilized comments from the Blue Ribbon Commission’s visioning process and other sources to prepare a draft for feedback from faculty and staff. During the Board of Trustees fall retreat, the Board reviewed all comments through a facilitated discussion. Incorporating key suggestions, a draft mission was again circulated to faculty, staff, alumni, and other stakeholders. The second comment period resulted in positive responses, with a few minor editing suggestions. A final draft was presented to the Board at a special December 20, 2011 meeting where it was officially approved. The new Mission Statement received unanimous ratification by the faculty at its General Faculty Meeting on January 4, 2012.

The new Mission Statement was immediately publicized and placed on the University’s website. The 2011 Mission Statement reads as follows:

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.

The 2011 Mission Statement not only more accurately defines the institution and its uniqueness as a historically black college and university (HBCU), its role as an 1890 land-grant institution, and its tripartite focus on teaching, research, and public service, but it also lays down clear goals on which the current and future strategic planning and assessment processes may coalesce. The challenges of preparing students to meet the complex needs of the global society necessitate that these educational experiences are inherently global in nature and integrative in focus. The commitment to excellence and the unique DSU legacy of nurturing the individual student remain strong.

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MSCHE Standard 2: Planning, Resource Allocation, and Institutional Renewal

An institution conducts ongoing planning and resource allocation based on its mission and goals, develops objectives to achieve them, and utilizes the results of its assessment activities for institutional renewal. Implementation and subsequent evaluation of the success of the strategic plan and resource allocation support the development and change necessary to improve and to maintain institutional quality.

Delaware State University is in compliance with Standard 2.
Delaware State University annually pursues implementation of its Mission and goals through several planning mechanisms, assessment activities, and the budget allocation process. Functional units of the University develop goals and objectives in alignment with the University’s Mission and Strategic Plan.

Planning as Tied to Resource Allocation

Each year, the University has ongoing and integrated planning activities designed to keep focus on the Strategic Plan in order to assess progress, prioritize strategic directions, and plan budgets for the upcoming year including the following:

- The Administrative Council, composed of the President, the Vice Presidents and the General Counsel, uses weekly meetings and annual or semester retreats to provide the information necessary for budget allocation and priority-setting in order to best reach goals.
- Board members stay apprised of relevant progress toward goals and areas in need of strengthening through the Board of Trustees committee structure. The committees consider strategic recommendations for the full Board to consider.
- Every Board of Trustee meeting includes summary information from each major division about significant progress for that time period. Within each division, unit directors and deans submit information to be included, purposefully focused on strategic achievements. The President also makes a public presentation at each Board of Trustee meeting to underscore significant progress and to present metrics.
- The Board of Trustees annually holds one or more retreats with the President and Administrative Council to assess progress, realign priorities if necessary, and set priorities and short-term strategies aligned with the Strategic Plan for the upcoming year, including budget discussions and roles for the Trustees. Current challenges and opportunities are also discussed. Trustees annually review relevant metrics to assess progress toward goals.
- Divisions, such as Institutional Advancement, Student Affairs, and the Colleges, hold retreats or work sessions to prioritize strategic tasks for the current and future years. This information informs the Vice Presidents as they plan through the Administrative Council.
- Feedback mechanisms and communication between constituents, as detailed in Appendix 5.3, yield important input for planning from faculty, staff, alumni, students, and key stakeholders. In particular, Institutional Advancement prints and distributes the Points of Progress report to more than 14,000 stakeholders annually. The publication highlights significant progress from reports submitted annually to the Provost and other divisions.

Budget Process and Resource Allocation

Delaware State University’s annual budget planning is a collaborative one, closely tied to the planning and review processes noted above. The process is guided by documented procedures governing the development of a budget that is subsequently reviewed by the Board of Trustees for final approval. The University budget cycle is closely tied to the State of Delaware’s cycle as a significant portion, 31% in 2010-11, is funded through the legislative budgetary process.

The State of Delaware’s budget process requires the University President to present requests in public hearings three times each year: (a) at an initial request for the upcoming fiscal year’s
operational and capital appropriations to the Governor’s Office of Budget Management (November/December); (b) to the Joint Finance Committee (February/March) of the General Assembly to defend the operational requests; and (c) to the Bond Bill Committee of the General Assembly (March/April) to defend the capital requests. These presentations are crafted from information culled from the planning mechanisms detailed earlier in this chapter.

Early each April the Executive Vice President of Finance, along with the Provost, directs deans, department directors, chairs, and unit heads to submit budget requests for the next budget cycle. University policy requires that budget requests be tied to department and/or unit goals and objectives as well as to the University Strategic Plan. Budget requests are forwarded to the appropriate Vice Presidents for review and then submitted to the Executive Vice President for Finance. The budgets are then discussed with the Administrative Council.

The Administrative Council analyzes the merits of the budget requests, particularly in terms of the University’s available resources, revenue projections, available assessment data, and the feasibility and affordability of an initiative in advancing strategic goals. The Council then presents a prioritized budget recommendation to the President for a final decision on funding.

The Executive Vice President for Finance, on behalf of the President, presents the proposed budget to the Board of Trustees Finance Committee. After discussion and approval, the Finance Committee submits the budget to the full Board of Trustees for final approval by the end of June. Appendix 4.4 details the Delaware State University Annual Operating Budget Process.

Table 4.1 shows the Total Educational and General Budget (E&G) from fiscal year 2006-2007 through 2010-2011. Appendix 4.5 contains the percentage increases for each category by fiscal year. The primary sources of revenue for DSU have been state funding combined with student tuition and fees, nearly 60% of the total budget. Despite being in the midst of one of the worst economic downtown in decades, the University experienced a 10.3% increase in total revenue. Total expenses have also increased 12%, primarily due to personnel costs associated with additional instructional expenses.
Table 4.1: Delaware State University Revenue and Expense Statement, 2006-2011

<table>
<thead>
<tr>
<th></th>
<th>FY06/07</th>
<th>FY07/08</th>
<th>FY08/09</th>
<th>FY09/10</th>
<th>FY10/11</th>
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<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
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<tr>
<td>Tuition and Fees (net of Scholarship Allowance)</td>
<td>$ 19,556,573</td>
<td>$ 20,576,613</td>
<td>$ 19,930,339</td>
<td>$ 16,705,880</td>
<td>$  19,002,442</td>
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<tr>
<td>State Appropriations</td>
<td>35,185,967</td>
<td>36,492,165</td>
<td>36,310,678</td>
<td>33,800,589</td>
<td>33,021,871</td>
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<tr>
<td>Federal Stimulus ARRA operating</td>
<td></td>
<td></td>
<td>2,529,600</td>
<td>2,850,559</td>
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</tr>
<tr>
<td>Federal Grants</td>
<td>19,947,687</td>
<td>19,418,809</td>
<td>21,354,587</td>
<td>25,447,278</td>
<td>29,270,677</td>
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<tr>
<td>Other</td>
<td>6,986,012</td>
<td>7,176,868</td>
<td>5,636,464</td>
<td>6,939,749</td>
<td>5,904,598</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 81,676,239</td>
<td>$ 83,664,455</td>
<td>$ 83,232,067</td>
<td>$ 85,423,095</td>
<td>$ 90,050,147</td>
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<tr>
<td>Personnel</td>
<td>$ 56,898,831</td>
<td>$ 61,584,705</td>
<td>$ 61,548,832</td>
<td>$ 61,722,643</td>
<td>$ 65,769,287</td>
</tr>
<tr>
<td>Services and Supplies</td>
<td>16,114,658</td>
<td>14,216,208</td>
<td>13,202,351</td>
<td>14,268,705</td>
<td>15,449,229</td>
</tr>
<tr>
<td>Capital</td>
<td>2,992,963</td>
<td>2,445,980</td>
<td>3,758,082</td>
<td>4,294,262</td>
<td>2,808,416</td>
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<tr>
<td>Transfers</td>
<td>100,000</td>
<td>100,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
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<tr>
<td>Depreciation</td>
<td>5,817,778</td>
<td>6,035,283</td>
<td>6,101,977</td>
<td>7,057,700</td>
<td>7,587,807</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>$ 81,924,229</td>
<td>$ 84,382,176</td>
<td>$ 84,761,243</td>
<td>$ 87,493,310</td>
<td>$ 91,764,740</td>
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<tr>
<td><strong>Total Revenue Over Expenses</strong></td>
<td>$ (247,990)</td>
<td>$ (717,721)</td>
<td>$ (1,529,175)</td>
<td>$ (2,070,214)</td>
<td>$ (1,714,593)</td>
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</table>

This table represents the E&G portion of the revenues and expenses. The depreciation expense is not allocated over all programmatic expenditure and, as such, the table contains expenses that would not have been charged to auxiliary services.

**Key Communications**

Transparency regarding budgeting and resource allocation is promoted through diverse means including the following:

- Institutional Advancement disseminates information to key stakeholders and the media regarding public legislative presentations.
- The University President reviews the information presented to the state’s legislative committees with employees and faculty at their respective meetings.
- The Executive Vice President of Finance presents the projected budget at Faculty Colloquium open forums, the President’s employee forums, and to the Faculty Senate Finance Committee before the end of the spring semester. These diverse presentations are
well attended and questions about issues such as incremental budgeting, performance-based budgeting, equipment purchases and repairs, lab fees, allocation of additional revenues, tuition increases, scholarships, and funds for faculty development are answered.

- The President reviews relative impact information, such as tuition increases, with the student government leaders in monthly meetings and presents relevant topics at student town hall meetings.

**Current Strategic Planning**

As the 2007 Strategic Plan nears its end, DSU is undergoing a new strategic planning process. Drawing on the new Mission and Vision Statements and Core Values, the Provost has empowered a Strategic Planning Council of faculty, staff, administrators and members of the community. The Council’s goal is to provide scholarly and thoughtful advice to the President with respect to planning and resource allocation as the University develops new goals, objectives, strategies, and success indicators. Specifically, the Council’s charge is to engage in the process of strategic visioning by thinking boldly, analyzing data and information gleaned from self-studies and accreditation processes, examining growth areas and information from assessments and predictive models, and developing appropriate research and work groups while maintaining a campus-wide perspective. A series of planning sessions in early 2011 resulted in teams submitting a set of proposed goals that are now being refined through community-wide feedback. The new strategic plan will be approved early in 2013.

The 2005 Facilities Master Plan is also being renewed after the achievement of several major accomplishments. The University funded and constructed the MLK Student Center, a Wellness and Recreation complex, additions to the Agriculture facilities, upgrades to the stadium complex, an Athletic Strength and Conditioning facility, additions and renovations to the Smyrna Outreach Complex, and a Human Ecology building addition. A new 10-year Facilities Master Planning Team, formed in fall 2011, will intersect its work, a key element in institutional renewal, with the new Strategic Planning Council.

**Aligning Unit Responsibility to Institutional Goals**

Equally critical to establishing, defining, and assessing institutional goals set forth in the 2007 Strategic Plan is assigning responsibility to the various University offices, departments, and units to define the necessary actions to pursue those goals. Table 4.2 illustrates the alignment between DSU’s Strategic Goals and the units primarily responsible for them.
Table 4.2: Primary Division Responsibility for University Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Academics</th>
<th>Research</th>
<th>Outreach</th>
<th>Student Life</th>
<th>Technology</th>
<th>Dev. &amp; Marketing</th>
<th>Resources</th>
<th>Assessment</th>
<th>Enrollment Management</th>
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<tbody>
<tr>
<td>Goal 1</td>
<td>X</td>
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<td>X</td>
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<td>Goal 2</td>
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<td>Goal 3</td>
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<td>Goal 4</td>
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<td>Goal 5</td>
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<td>Goal 6</td>
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<td>Goal 7</td>
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<td>Goal 8</td>
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<td>Goal 9</td>
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Academic Affairs

Student Affairs

Finance and Administration

Institutional Advancement

Research

Institutional Assessment

Delaware State University’s cyclic evaluation and planning processes have five major components as follows:

- The University undertakes the Middle States Commission on Higher Education (MSCHE) decennial and periodic reviews to look back on its accomplishments, to take stock of current issues and changing circumstances, and to develop plans for the coming five-year period.
- Periodic external and internal reviews are conducted for divisions and programs.
- Annual reports and goal setting enables the institution to recognize environmental challenges and opportunities and to remain focused on actions that will best advance the University’s Mission as a whole. Examples of assessments used by divisions and units to inform this process are detailed in Chapter 6.
- The employee performance appraisal process, conducted annually for staff by immediate supervisors, evaluates overall performance based on criteria from job descriptions, and affords opportunities to quantify and qualify progress in achieving specific goals and objectives. An assessment of the process led to the development of improved evaluation forms and processed. These forms can be accessed at [http://www.desu.edu/forms-library](http://www.desu.edu/forms-library).
- Program accreditation provides an external measure of accountability for academic programs and is a sign of academic excellence. Currently accredited programs and their accrediting organizations (Table 4.3) including the following:

<table>
<thead>
<tr>
<th>Academic Program</th>
<th>Accrediting Agency</th>
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<tbody>
<tr>
<td>Business</td>
<td>Association to Advance Collegiate Schools of Business (AACSB)</td>
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<tr>
<td>Education</td>
<td>National Council for Accreditation of Teacher Education (NCATE)</td>
</tr>
<tr>
<td>Hospitality and Tourism Management</td>
<td>Accreditation Commission for Programs in Hospitality Administration (ACPHA)</td>
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<tr>
<td>Nutrition</td>
<td>Commission on Accreditation for Dietetics Education</td>
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<tr>
<td>Nursing</td>
<td>Commission on Collegiate Nursing Education (CCNE); National League for Nursing Accreditation Commission (NLNAC)</td>
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<tr>
<td>Social Work</td>
<td>Council on Social Work Education (CSWE)</td>
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</tbody>
</table>

Programs in Mass Communications, Movement Science, and Sport Management are currently seeking accreditation.
Operational units must align their goals with the University Mission, Vision, and Strategic Goals. Participating units document their goals and objectives, expected and realized outcomes, and assessment findings. Alignments are made between objectives and assessment plans, and assessment results are readily accessible to inform future planning and reallocation of unit resources. Annual reports submitted by academic units show the status of goals and assess their contribution toward achieving University goals and objectives. The integration of plans is documented in the recently implemented planning and assessment management system WEAVEonline® designed for the purpose of evaluation. This information is available to the entire University community, upon request for login credentials, allowing goals, objectives, and assessment findings to be shared among units. This transparency facilitates greater institutional cohesion and better use of the University’s resources.

**Examples of Improvement Efforts and Institutional Renewal**

Noted below are several examples of key changes and improvements derived from the strategic planning process in place and assessments of institutional effectiveness. A more comprehensive list can be found in Human Resources, Student Accounts, Finance, Information Technology, Institutional Research and Analysis, Policy Development and University Infrastructure reports for the years 2007-2011. Recent improvements include the following:

**The Delaware State University Foundation, Inc.** The division of Institutional Advancement created the Delaware State University Foundation, Inc. in response to the expressed needs of donors who preferred or required that donations go to a foundation construct. The corporation exists solely to assist the University achieve its strategic initiatives. (Goal VI) The Foundation’s Board of Directors first met in March 2007. Since then the foundation has created governing bylaws, policies and procedures, and is monitoring and guiding, along with the Board of Trustees Development and Investment Committee, endowment and annual fund growth. It is also building an infrastructure to support a comprehensive campaign, the quiet leadership phase of which was launched in January 2011, and is assisted by a Campaign Steering Committee. The Foundation’s financial statements are independently audited. Examples of its positive impact thus far include the following:

- In 2007, the William C. Jason Library experienced water leaks due to inadequate and aging roofing and windows. The Development Office secured more than $1 million in emergency grants from foundations that immediately made possible the needed repairs.
- Student scholarships have expanded from 106 in 2007 to almost 500 in the 2010-2011 annual giving cycle to support improving retention and graduation rates. From July 2011 to December 2011 a record 641 scholarships were awarded.
- The Development Office secured a $500,000 grant in 2011. Matched by a $500,000 challenge grant, a total of $1 million was targeted toward scholarships that contributed to the University’s record 70% retention rate and will continue to make an impact through 2014.
- Figures 4.1 and 4.2 show the progress in increasing DSU’s endowment and annual giving, noting that both are in recovery from the national economic crisis.
Partnership for strengthening the academic portfolio and actualizing the Mission.
The Executive Vice President for Finance and the Provost partnered with the Delaware Economic Development Office and the US Dept. of Education to transfer the Major Robert Kirkwood Memorial US Army Reserve Center from federal property surplus to the University for zero sum dollars. The 40,000 sq. ft. facility will serve as a regional footprint for DSU in northern Delaware, adding approximately $25 million to the University’s assets. A University task force appointed by the Provost is now working to identify opportunities to strengthen current degree programs, strengthen the DSU strategic STEM focus, and strengthen adult and continuing education opportunities, among other areas. The task force will be reaching out to key community and stakeholder groups for input. The resulting blueprint and recommendations will be presented to Board of Trustees in the fall of 2012. (Strategic Goals I, III and IX)

Accommodating enrollment growth. With record enrollment and retention predicted and achieved in fall 2011, an Ad Hoc Space Committee was formed in early 2011 to accommodate these projections. The University utilized solid predictive models supporting pre-planning (Strategic Goal IX) so that budget implications could also be better anticipated. The following plans and/or actions resulted:
• Compiling ideas for utilizing existing campus space, including but not limited to, leasing modular units to be erected on campus and renting space from nearby universities;
• Offering more evening and weekend classes;
• Offering more sections of the General Education courses;
• Offering more distance education classes;
• Hiring additional permanent and adjunct faculty;
• Increasing class size in selected classes, where appropriate;
• Re-opening the cafeteria in Conrad Hall in fall 2011.

Realignment of the athletics budget. In 2006 a decision was made to significantly increase spending on athletics to well over the Mid-Eastern Athletic Conference (MEAC) average believing that it would make DSU more attractive to prospective students. The budget grew to more than $13 million in FY08. Over time it became clear that the decision came at the expense of academic support. Utilizing the system of checks and balances through open communication, the new leadership re-evaluated this decision in 2010 and the President and Board of Trustees directed the Executive Vice President for Finance to devise a plan to reduce the athletic budget to a more manageable level, while honoring existing contractual obligations. The reduction of athletic spending to $11.2 million as of June 30, 2011 is a major accomplishment that supports strategic Goal VII.

Restructuring research for greater return. In an effort to encourage and expand research (Goal II) a new administrative position, Vice President for Research and Sponsored Programs, was created in 2009. The decision to create a vice presidency shows the University recognized the importance of research, especially as an essential element of a doctoral-granting institution and to fulfill its land-grant mission. Within this new administrative unit resides the existing Office of Sponsored Programs that supports grant writing and submission and works closely with the Office of Finance and Administration in administering grants and contracts. Research funding and productivity has increased dramatically and is shown in Figure 4.3:

Figure 4.3. Research funding totals, 2005-2011.
**Action Items for Standard 2**

- Continue training among all units to facilitate the submission of planning and assessment data to WEAVEonline® and the Automated Data Collection System (see Chapter 6 for detailed explanation of these systems);
- Continue to improve workflow so annual reports, budget priorities, improvement efforts and their impact, and assessment findings are systematically shared across academic and administrative units;
- Ensure that relevant annual reports, presentations, and communications going forward are clearly and visibly aligned to the strategic goals and Mission.

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**MSCHE Standard 3: Institutional Resources**

The human, financial, technical, physical facilities, and other resources necessary to achieve an institution’s Mission and goals are available and accessible. In the context of the institution’s Mission, the effective and efficient uses of the institution’s resources are analyzed as part of ongoing outcomes assessment.

Delaware State University is in compliance with Standard 3.

**Budget Allocation Process**

The University’s internal budget allocation process, described on pages 12-13, is designed to provide an inclusive and objective process by which to allocate the institution’s resources in alignment with the Mission and Strategic Goals. The budget development process, however, is impacted by variables such as changes in tuition and fees, enrollment projections, levels of state appropriations, and the financial condition of the institution.

The budget process is the key to ensuring effective management and efficient responses to unforeseen, contingency, or emergency events, such as statewide decreased revenue collections, reductions in appropriations, or natural disasters. At the outset of the internal budget process, the University’s Finance and Administration division reserves a percentage of the state-appropriated funds with the approval of the President. If additional funding is needed and after analysis, Finance and Administration recommends the most efficient remedy to such an exigency, which may include a hiring freeze, restriction of travel, or other expenditure measures.

The University monitors divisional budgets throughout the fiscal year, making revisions as needed, adjusting estimates projected in both revenue and expenditures over the 12-month period, and reviewing and reporting on actual-to-budgetary results. Throughout the year, divisions and their units may require budget revisions to identify and resolve inconsistencies between allocated and expended resources or to accomplish a specific goal.

The University monitors the overall budgetary process through monthly reporting. The Executive Vice President for Finance presents the Board of Trustees’ Finance Committee with the revenue and expenditure report for the period, including comparative budgetary information and cumulative revenue/expenditure information for the same reporting period and two previous fiscal years. Requests for amendments to the budget are submitted to the Board’s Finance Committee for approval, if warranted.
Unforeseen opportunities can arise at any time. Therefore, the University budget policy includes a process that permits flexibility and adjustment in budget allocations during the fiscal year. Fiscal policy requires that shifts in resources across budget categories (e.g. from salary to contractual) be reported to the Board’s Finance Committee. The University has a contingency budget that can fund unforeseen requests only within the current budget cycle on a one-time basis. Requests are made to the Administrative Council, who makes the final recommendation that is forwarded to the President.

The Office of Planning, Budget, and Systems, established in 2011 in the Division of Finance and Administration, provides leadership and facilitation in applying the University’s resources to meet most effectively institutional priorities and academic programming needs. The Office links resource allocation to institutional needs through the annual budgeting process, financial planning, academic and administrative reviews, as well as institutional self-examination.

Financial Accountability Metrics
In February 2011, the Office of Institutional Research and Analysis, in conjunction with the Office of Planning, Budget and Systems, implemented a project to effectively measure the cost of education. This tool will provide the deans and faculty better college-level planning and budgeting and will ensure that units are adequately resourced to support their programs. The project will assist the Provost with the academic review process by including financial metrics and will help the University move to a more performance-based budgeting process in FY13. Workshops will be held throughout FY12 to train faculty, administrators, and staff in this new process.

Realigning Division of Finance Leadership
In order to focus on the top strategic financial priorities of the University and to realize greater efficiencies in the divisions of Finance and Administration, Academic Affairs, and the Department of Intercollegiate Athletics, the President engaged a Consulting Vice President for Business Affairs in the fall of 2011. The Vice President of Finance and Administration assumed the role of Executive Vice President of Finance and University Treasurer. The Consulting Vice President is responsible for improving the division’s work flow, developing greater efficiencies, and working to strengthen financial policies, processes, and procedures for all campus units. The Executive Vice President and University Treasurer can now fully devote his attention to thoroughly aligning planning, budget and allocation of resources directly to the University’s strategic goals. The request for more focused help in financial planning and resource allocation, as well as better processes for workflow and unit-level budget processes, came in part from deans and from faculty at faculty forum meetings. (Strategic Goal VII)

Monitoring Best Value for Services
In order to ensure that the University is receiving the best value for services rendered, all major service providers are required to provide at minimum a semi-annual report relative to sales revenues and operational efficiencies. All contracts are reviewed annually and any contract for three to five years is put out to bid to ensure that the University is receiving the most cost effective and efficient solution. Recent examples include the bookstore, dining services, vending, energy management, and maintenance contracts.
Human Capital

Among the most important resources which the institution relies on to achieve its goals is its human capital -- its faculty and staff. The University is responsible for ensuring it has qualified faculty and other employees to carry out its mission to teach students, conduct research, and provide outreach. Faculty selection is directed by the Provost and deans with faculty input through search committees. Classified and non-classified staff are hired by divisional administrators in partnership with department directors through appointed hiring committees. Upon the selection of a qualified candidate, the Office of Human Resources, in collaboration with the Provost, Vice Presidents, and deans, initiates the official employment offer. All selected candidates are subject to a mandatory pre-employment process before the hire date is confirmed. Issues related to staff salary and benefits are addressed through related salary surveys, provisions of collectively bargained agreements for union staff, as well as federal, state, and local employment laws.

The adequacy of the University’s workforce in serving the 4,100+ students is evident from the institution’s Equal Employment Opportunity report (EEO-6), available in Appendix 4.6. Particularly important is the University’s attention to relying largely on full-time employees at the “executive/managerial/administrative/professional” level and faculty diversity. All facilities employees are encouraged to obtain professional credentials or licensing where appropriate.

Facilities Management

The Office of Facilities is responsible for the construction, operation, and maintenance of all DSU facilities to provide an environment that supports the teaching, research, and service defined in the DSU Mission Statement. In 2005 the University undertook a comprehensive evaluation of the current state of the infrastructure through a master planning process. The evaluation concluded that the University had a deferred maintenance backlog valued at approximately $55 million. The University primarily relies on the capital appropriation of the Delaware General Assembly to address the needed repairs and systems replacements. Appropriations over the past several years have fluctuated between a high of $5 million in 2009 to a low of $1 million in 2010.

Utilizing state appropriations over the past seven years, the University has been able to address the ongoing deferred maintenance problem and has invested approximately $28.4 million in facilities maintenance and upgrades. Two recent improvements include the renovation of the first floor of Grossley Hall and the Human Ecology addition. The renovation of Grossley Hall included the addition of air conditioning and the construction of additional computer labs, classrooms, and faculty offices. The Human Ecology addition includes 9,867 square feet of classrooms, offices, and research labs.

The University is exploring other funding sources for capital projects to further address the deferred maintenance backlog. For example, the University recently entered into a guaranteed energy savings agreement (GESA) with Johnson Controls, Inc. in accordance with recently passed energy savings legislation. The contract allows the University to take care of $11.3 million of deferred maintenance and service the debt through the guaranteed energy savings of approximately $804,000 annually. In addition, the projected net savings over a 20-year period is approximately $5.2 million. The GESA assures the University that if the projected annual energy savings are not realized then Johnson Controls, Inc. must pay the University the amount of the
shortfall. Entering into the guaranteed energy savings agreement is in alignment with DSU signing the American Colleges and University’s Climate Commitment (ACUPCC). The University’s effort to reduce greenhouse gases by approximately 25% while conserving resources brought recognition from the ACUPCC and the US Department of Energy in December 2011 at a White House press event to announce the Better Building Challenge.

Facilities expansion is primarily funded through University-issued bonds, depending on available debt capacity. The University has had adequate debt capacity to accomplish recent expansion as seen in the recent construction of the $54 million Student Center complex.

The University is currently renewing the master plan with a goal of presenting the finalized plan to the Board of Trustees in May 2012. The Master Plan Committee is comprised of administrators, faculty, community representatives and students. A request for letters of interest was advertised, the submissions were evaluated and an architect was chosen. The new strategic plan and this new master facilities plan are coming together at approximately the same time intentionally.

Delaware State University has adequate physical resources to support its Mission as well as the scope of its programs and services. However, as enrollment and the research portfolio continue to grow, more efficient use of campus facilities is a primary focus for the DSU faculty and administrators. DSU recognizes the importance of long and short-range facilities planning and the need for effective allocation and utilization of space on campus. The need for additional space will be major element of the new master plan.

**Technology and Equipment**

The University continues to improve its information technology (IT) support including classroom equipment, laboratories, maintenance, and its Banner information system. In 2009 the leadership team collaborated to address the University’s on-going technological needs. After extensive research, assessment, and planning, the University determined that outsourcing its IT function was the best solution to meet current and future technological needs. The University contracted the existing ERP service provider, SunGard Higher Education, in July 2010. The contract includes a detailed business plan focusing on areas to improve, milestones, and timelines.

Since that time, the University has embarked on an IT modernization campaign. This includes the creation of a multi-tiered IT governance structure to guide University technology efforts. The structure includes an Executive Committee, Administrative Information Systems group (AIMS), and Academic Computing Advisory Committee (ACAC) that are collectively evaluating and addressing the needs of the University community. SunGard and the governance committees discuss proposed projects and the costs and probable impact on the strategic goals of the University. The AIMS and ACAC groups are effective mechanisms for aligning IT with the strategic objectives and goals of the University.

The annual work plan for IT is reviewed by the Executive IT Governance Committee. Information Technology submits a monthly review of all IT projects undertaken that includes analysis of its impact on the University, issues encountered, and an evaluation of resources utilized/needed. Both the Administrative Council and the Board of Trustees Finance Committee receive quarterly progress reports.
A contract addendum was added in the fall of 2011 to address desu.edu website issues. As Institutional Advancement prepared for its 2011 complete website overhaul and renewal, it was determined the site needed critical maintenance, increased bandwidth, and a new, upgraded content management system. The process is now in place to increase the bandwidth and install a completely new content management system that will address ongoing concerns of faculty, students, and staff.

**Improving the University’s Financial Health**

Several significant milestones to improving Delaware State University’s Financial Health include the following:

**Bond financing through the State of Delaware.** In 2010, the Executive Vice President for Finance and the finance team worked with the head of the Delaware Legislature’s Joint Finance Committee to obtain an $11.3 million investment through the Sustainable Energy Utility Board (SEU) energy savings bonds. The investment is expected to create a $5.2 million in savings over 20 years.

**Delaware State University Student Housing Foundation.** In 2007, the University determined it needed to regain control of the management of the Foundation’s housing based on a survey of residential students. Both the Foundation’s financial health and the condition of the residence halls under its watch were in decline. The University severed its long-term contract with the existing housing management and began a process to improve living conditions, enhance safety, and restore financial health. Among the improvements is that a deficit of $2.4 million in FY07 moved to a surplus of $157,699 in FY11, a turnaround of $2.6 million.

**Standard and Poor’s.** The Finance team along with senior leaders successfully worked with Standard and Poor’s to obtain an A+ bond rating in 2007, re-affirmed in 2010. Moreover, the University successfully awarded Wachovia as an underwriter and acquired a historically low 4.4% bond rate for 30 years.

**Action Items for Standard 3**

- Continue improvements to IT including budgeting for maintenance of equipment improvements to the desu.edu web infrastructure, bandwidth and content management capabilities, and installation of Wifi access on all parts of the campus;
- Continue to set priorities for the development of new space, renovations of existing space, and space allocations within units (colleges, departments, divisional offices) and to include these in the new master facilities and University Strategic Plan.