FINANCIAL HEALTH

Building a financial model to directly support the University’s Strategic Plan with fiscal responsibility and sustainability.

Delaware State University’s financial model will support core operations and bold initiatives to ensure we can continue serving under-represented populations and support growth in students. As we add students, we need to develop and enhance revenue streams that enable us to invest in additional faculty and staff, experiential learning opportunities, and learning spaces with new technology and acceptable faculty-to-study ratios.

During periods of prosperity or uncertainty, the financial model will foster stewardship and create sustainability for the University to thrive in its next 130 years.

The future of our great University depends on its financial strength and sustainability. All other goals depend on financial stability and growth and directly impact our credit rating, research capabilities, program potential and overall reputation.

The success of our financial planning will allow us to support the growth of our University by attracting more funding for research projects, providing more students with on-campus experiences, strengthening alumni engagement, and making our University THE DELAWARE STATE UNIVERSITY.

OBJECTIVES

5.1 SUSTAINABLE BUDGET MODEL
Establish a more transparent, fiscally responsible, and sustainable budget model/process that aligns with strategic goals.

5.2 REVENUE GROWTH
Focus the financial model to support strategic revenue growth and cost containment.

5.3 FUNDING MIX
Pursue a comprehensive funding mix (research, partnerships, philanthropic giving, state/federal support).

5.4 RESEARCH ACTIVITY
Establish the University as a leader in research activity that addresses state, national, and global issues and generates a consistent flow of revenue.

KEY GOALS

→ Ensure a balanced budget inclusive of a three-month operational reserve.
→ Increase the University reserve from $5 million to $25 million.
→ Expand stakeholder engagement, communication, and training in the budgeting process.
→ Increase net tuition revenue while growing enrollment to 7,500+ and improving the discount rate by 15 points.
→ Increase alumni engagement rate to 30%.
→ Increase endowment from $40 million to $100 million.
→ Increase State/Federal funding opportunities.

ACTION ITEMS

1. Educate campus stakeholders about the linkages of budgeting and planning processes.
2. Increase net tuition revenue while growing enrollment to 7,500+ and improving the discount rate by 15 points.
3. Engage alumni support and engagement through frequent communications, solicitations, and face-to-face engagement.
4. Grow the University endowment by increasing the number of large gifts and average size of gifts.
5. Increase engagement with state and local stakeholders on funding opportunities.
6. Support efforts to earn Carnegie Classification as a Research I institution with very high research activity.
7. Develop a comprehensive grants administration infrastructure and staffing to support research activity.

KEY PERFORMANCE INDICATORS

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