



# Delaware's Best Return on Investment: Delaware State University



# Delaware's STATE University



- Incoming GPA: 3.25
- Leading Majors: Pre-Nursing, Management, Psychology, Biological Sciences, Aviation
- % of First-generation college students: 41%
- % of PELL Students: 60%

# 2020-2025: Momentum, Milestones, and Impact

## ✓ A Tier One HBCU

Successfully navigated campus community through **unprecedented challenges** while maintaining educational continuity and student support with COVID-19.

## ✓ 88% Research Growth to \$50M

**Research expenditures increased by 88%** despite COVID, enrollment disruption, and inflationary pressure.

## ✓ Fully Funded INSPIRE Scholarship

Secured full funding for the **INSPIRE scholarship program**, ensuring access and affordability for Delaware students. More than **75% of DE students** are INSPIRE Scholars.

## ✓ 25% Enrollment Increase

Enrollment grew 25% through pandemic-era higher-ed challenges.

## ✓ 41% Increase in Capital Investment in Property and Infrastructure

Executed no-cost \$31M acquisition generating \$80M–\$100M in state cost avoidance, secured a \$5M Wilmington Riverfront asset, and invested \$40M in academic infrastructure—maximizing public ROI.

Economic Impact  
to DE:

**\$700M+**



DELAWARE STATE UNIVERSITY

# STRATEGIC PLAN *Reach* 2026

## The Five Pillars of REACH 2026

### ACADEMIC EXCELLENCE

is achieved when the University recruits, empowers, and supports a diverse faculty of leading experts with superior teaching skills that meld expertise to cutting-edge instructional practices and an abiding personal commitment to student growth.

### INFRASTRUCTURE ENHANCEMENT

requires that we not only maintain comprehensive, efficient, and culturally relevant physical and virtual spaces across campus that prepare students for a smaller interconnected world, but continuously develop the new capacities and resources to meet changing student needs and institutional growth targets.

### FOCUSING ON THE WHOLE STUDENT

### STUDENT SUCCESS

is supported by the creation of an exceptional learning environment that extends beyond the classroom to a commitment by the entire community. Wraparound supports including world-class advising, tutoring, counseling, health services, co-curricular programs, service opportunities, and smart campus technology are essential.

### OPERATIONAL EFFECTIVENESS

is critical to delivering an efficient, proactive array of support, including but not limited to finance, enrollment management, information technology, athletics, and public safety, that sustainably deliver exceptional service and stakeholder experiences and outcomes.

### FINANCIAL HEALTH

is the indispensable foundation for all our long-term goals as we increase University revenues; reduce/eliminate unnecessary costs; employ innovative management strategies; streamline the budget process; and build a strong financial reserve in order to meet a focused set of needs.

# Growing Revenue Gap

Inflationary pressure and revenue gaps make it difficult for the University to sustain a high level of performance without increased operating support.



## Enrollment Demand

Nearly half of our students (46%) cannot afford college, and a majority are first-generation (56%)—the highest proportions among all four-year institutions in Delaware.



## Rising Costs

With **pressure from rising inflation**, tuition, fees, and public funding do not cover the University's costs at current levels.

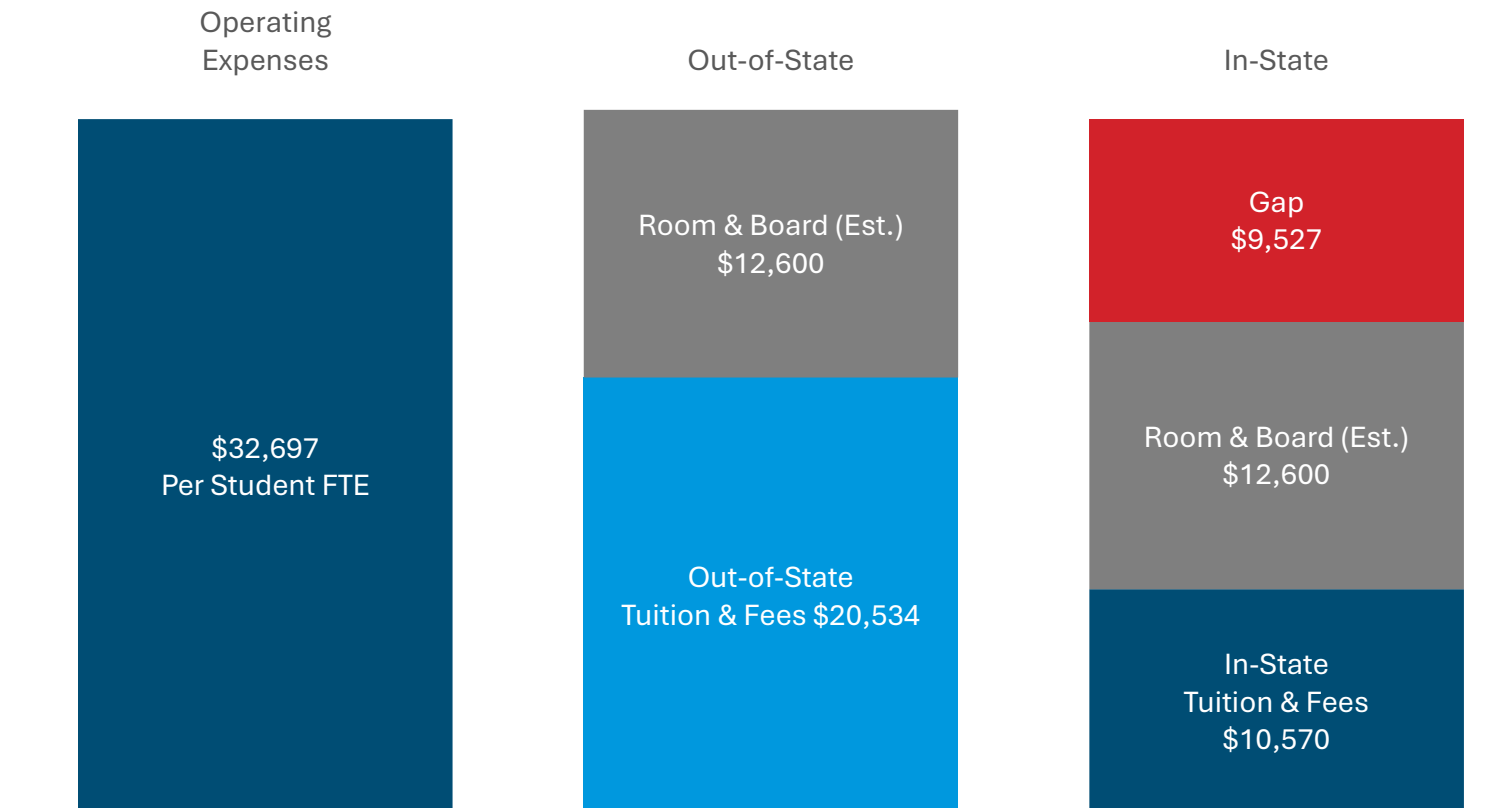


## Keeping Student Costs Affordable

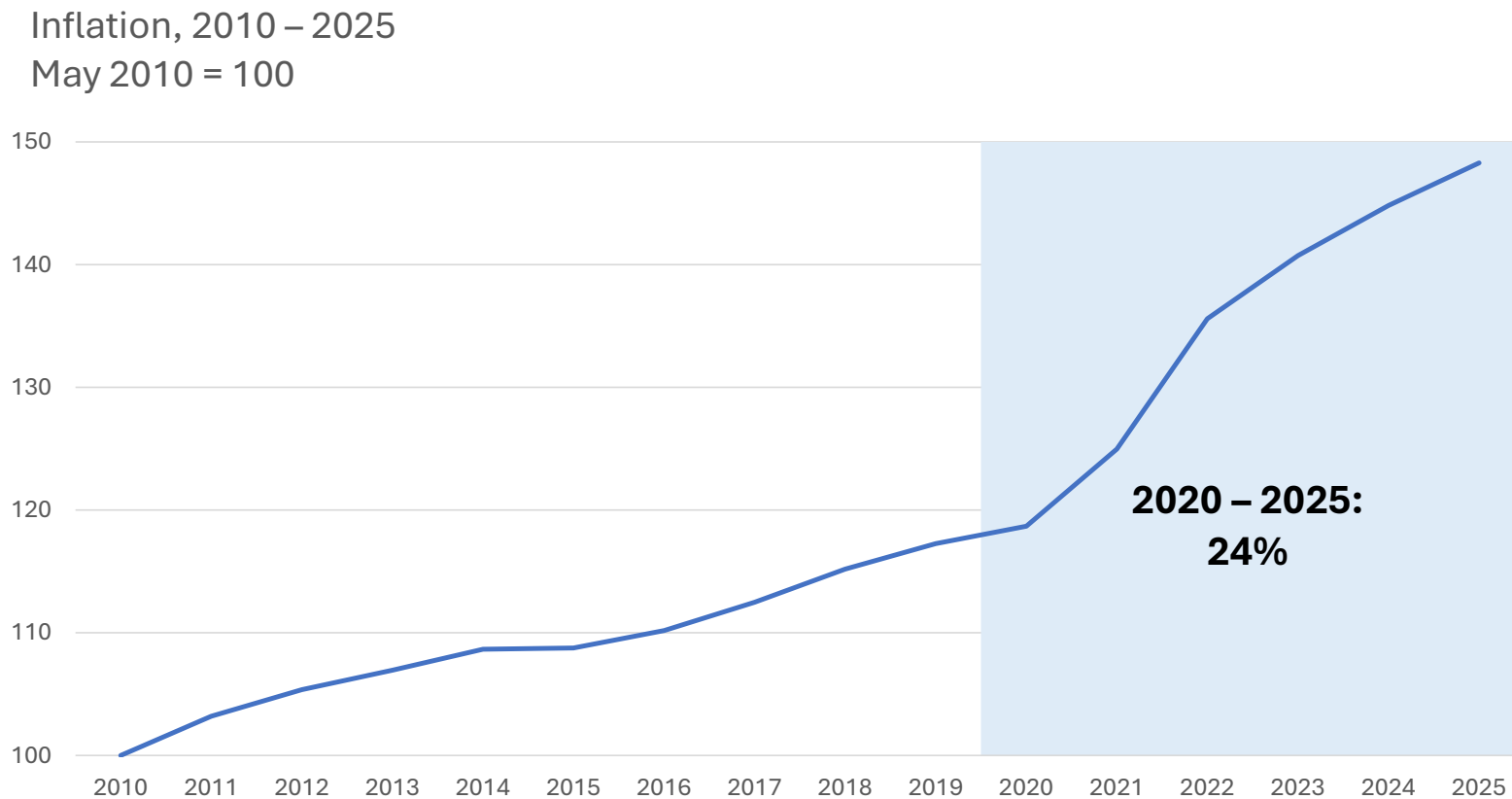
Many first-generation students rely on aid. Pell Grants and the Inspire program **only cover the actual costs of attendance** – which must remain reasonable to ensure broad access.

# Student Revenue Gap

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# 24% Inflation from 2020 - 2025

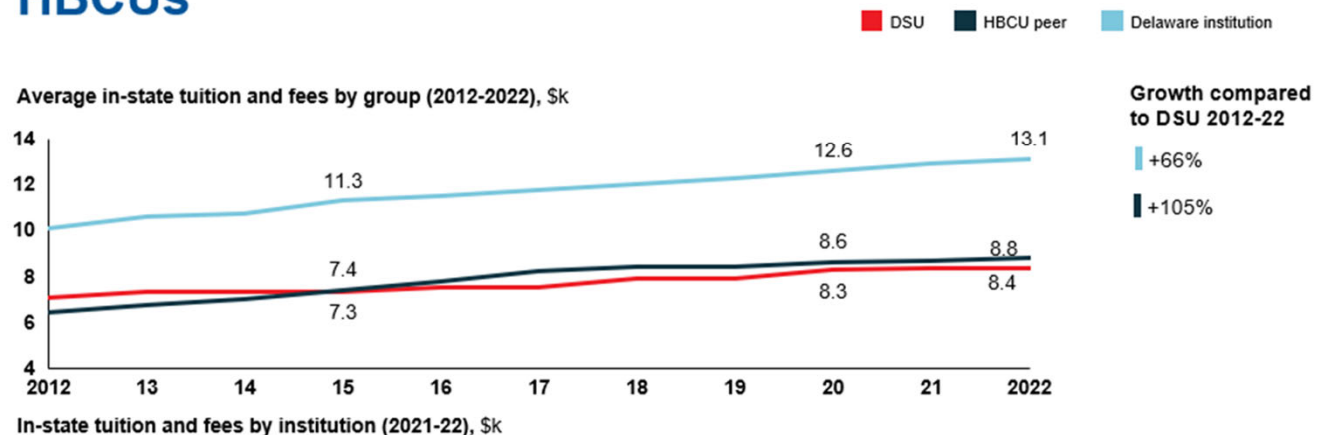


Source: Bureau of Labor Statistics, CPI Data

# Tuition Analysis (as of 2023)

- DSU's in-state tuition and fees were the lowest among major DE universities and among the bottom 50% of HBCU peers.
- Over the last decade, DSU's in-state tuition and fees have grown slower than HBCU and Delaware peers.

## 2-4. DSU's in-state tuition and fees are ~36% less than major DE institutions and ~12% less than neighboring HBCUs



Source: McKinsey Analysis of IPEDS data



# No Single Solution

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In addition to this request, the University has also taken these steps:



## Successfully Grown Fundraising

Expanded fundraising from **\$6 million in FY20** to an average of over **\$25 million annually**.



## Managed Operational Growth

Strategically **scaled operations and staffing** to support enrollment expansion while **maintaining service quality** and institutional effectiveness.



## Increased Tuition and Housing Rates

**Preserved accessibility** while implementing **strategic rate adjustments** to align with market conditions, enhance campus infrastructure, and maintain competitive program offerings.



## Research Growth

**Research expenditures grew steadily from FY2014–FY2024**, demonstrating sustained expansion of DSU's research enterprise.



DSU  
It All Matters.

FIRST  
TAKE

ESPN

US News & World Report  
HBCU College Rankings  
Delaware State University  
ranked **#4** PUBLIC

**#** TOP  
**10** OVERALL

CONTINUED MOMENTUM IN:  
Economic Mobility | Innovation | Instruction and Learning

*"I feel like every year DSU grows and gets even better, not just in terms of academics but also in HBCU culture. It is like a big cookout that never ends."*

— Brooke Malson, Senior Mass Communications/Digital Media Production Major



# Addressing Delaware's Teacher Shortage Crisis

*Select photos from Cape Henlopen School District*

# Addressing Delaware's Teacher Shortage Crisis

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**DE teachers of color represent 31% of newly hired teachers statewide**

## Priority Training Areas

- Early childhood education and special education specialists
- STEM educators for Delaware's evolving economy
- Paraprofessional-to-teacher pathways for career advancement

## State Impact

- Early Childhood Innovation Center (ECIC)**  
Preparing Delaware's next generation of early educators
- Education School Programs**  
Direct pipeline to Delaware public schools

**Every DSU education graduate represents a Delaware teacher shortage avoided.**

# Early Childhood Innovation Center



The ECIC functions as Delaware's statewide system for early childhood workforce development, aligning programs and supports that build and sustain the early childhood workforce.

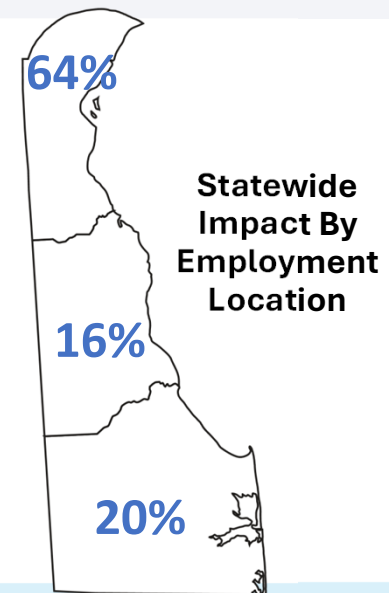
Through centralized scholarships, credential and degree pathways, career advisement, coaching, financial incentives and integrated data systems, the ECIC enables educators to enter, advance, and remain in the field.

## Strong and Sustained Educator Participation Statewide

- Since program inception in 2023, the ECIC has supported strong and sustained participation—resulting in **441 program graduates in the first two years**, with **422 educators currently enrolled across pathways**.
- This sustained participation strengthens Delaware's early childhood workforce by building a continuous pipeline of trained educators.

## Reducing Time to Degree Completion

- Through Credit for Prior Learning (CPL) agreements, the ECIC established the Child Development Associate (CDA®) credential as an equivalency **for 12 college programmatic credits** across all in-state institutions of higher education offering early childhood education pathways—reducing time to degree completion and accelerating educator advancement.



## Completion Stipends that Support Retention

- The ECIC has implemented a completion stipend model designed to retain early childhood educators in the field beyond credential or degree attainment. By tying completion stipends to continued employment following completion of CDA®, Associate, or Bachelor's degree pathways, the ECIC incentivizes workforce stability and encourages educators to remain in early childhood settings during a critical post-completion period. **To date, 346 scholars have remained employed in the early childhood field as a result of this structure.**



# Building Delaware's Healthcare Capacity



# Building Delaware's Healthcare Capacity

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## Wesley College of Health & Behavioral Sciences

Critical pipeline for healthcare workers in Kent and Sussex Counties, where provider shortages impact access to care.

### Program Areas

- **Nursing & Allied Health**  
Direct pipeline to hospitals and clinics
- **Behavioral Health**  
Addressing mental health workforce gaps
- **Social Work**  
Supporting vulnerable populations statewide

### Workforce Supply: Nursing

- **120 pipeline candidates** annually completing supervised practice across 60+ in-state partner sites
- **37,200 annual hours** of applied rehabilitation, prevention, and wellness services delivered to Delaware residents
- Partners with Bayhealth, Beebe Healthcare, and regional providers

### NIH Funded Research Projects

- Alzheimer's & Parkinson's disease research (aging population impact)
- Health disparities and maternal health outcomes
- Triple-negative breast cancer research (Delaware hotspot regions)

# Preparing for Delaware's Aging Population

## Geriatric & Aging Services Workforce Development in partnership with EHRI and our Milford Wellness Village

As Delaware's 65+ population grows, DSU prepares the workforce to support aging residents with dignity and quality care.

### Workforce Training Areas

- Geriatric nursing and specialized care management
- Long-term care facility administration and staffing
- Home health aides and community-based services

### State Fiscal Impact

#### Early Medicaid Cost Containment Center

Trained workforce reduces institutional care costs

#### Public Health Outcomes

Better care coordination reduces emergency interventions

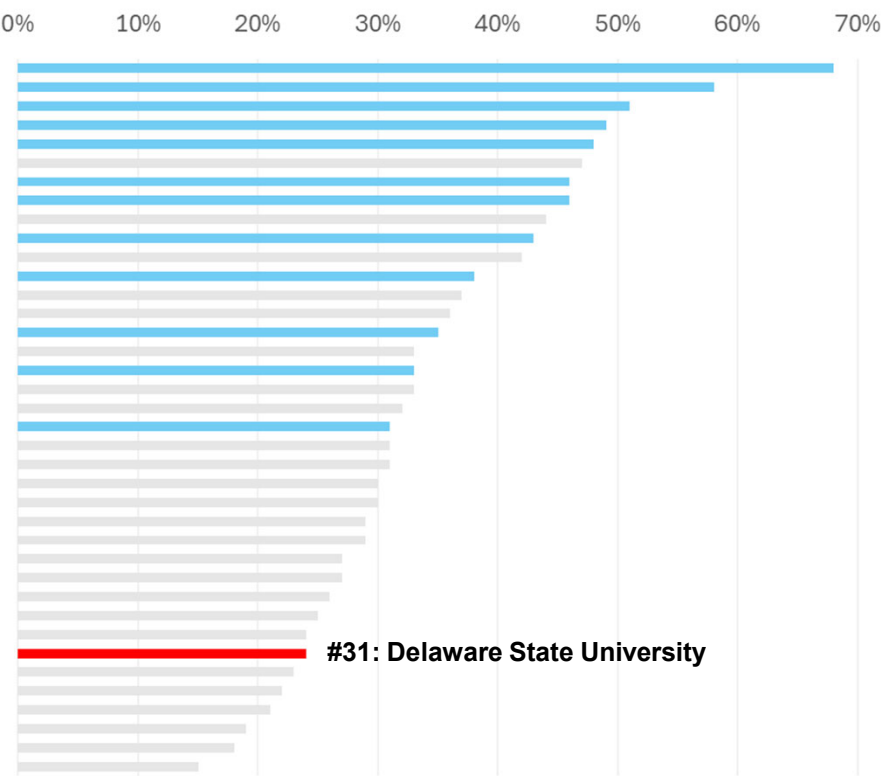
### Long-Term Care Capacity

Fill critical gaps in Delaware's nursing homes, assisted living facilities, and home care agencies

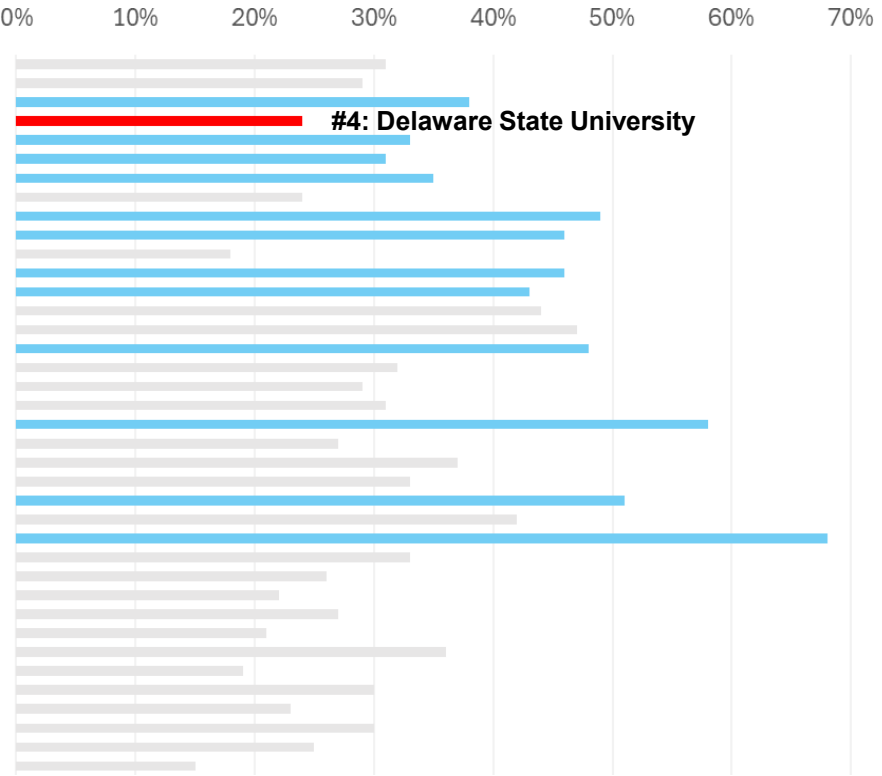
Provide care for seniors and reducing state healthcare expenditures

# Doing More with Less

State Appropriations as a % of Core Revenues: Public HBCUs (2023)



State Appropriations as a % of Core Revenues: Public HBCUs in U.S. News and World Report (2023)



Regional Public HBCU Peers *Source: IPEDS*

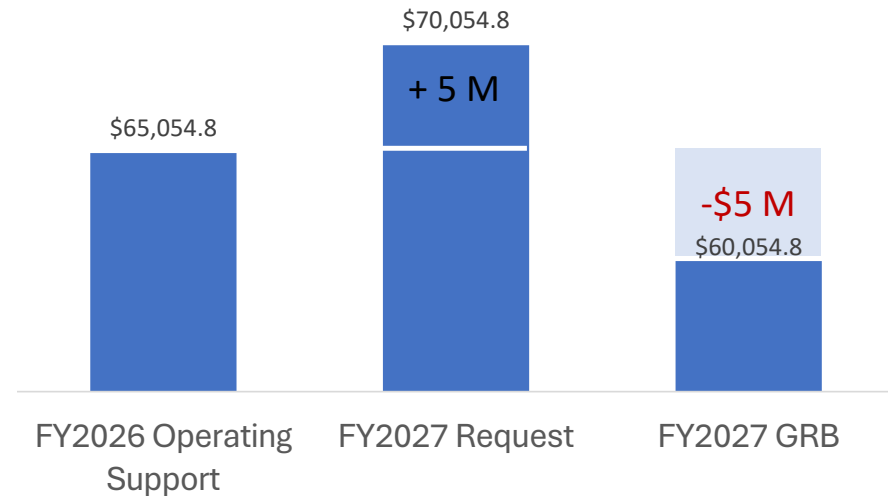
# FY 2027 Operating Budget Request: +\$10M

## Delaware State University

FY 2026 Operating Support \$65,054.8  
*\*including \$5 M Supplemental Appropriation and  
Personnel Contingency*

FY 2027 Request \$70,054.8

FY27 GRB: \$60,054.8







Select photos courtesy of t

# Thank you