



MASTER PLAN VISION

STRATEGIC PILLARS

STRATEGIC PLAN

In order to become one of the most diverse, contemporary HBCUs in America, the Board of Trustees and President Tony Allen directed the creation in January 2020 of a new, five-year strategic plan to clarify institutional direction, outline priorities, and create data-driven tools to assess progress.

Focusing on the whole student

Focusing on the whole student requires simultaneously addressing the two most critical areas that positively influence retention, persistence, graduation, and placement for ALL: Student Success and Academic Excellence.

Strategic Pillars

Strategic pillars are the high-level areas of focus to achieve the University's vision. Under each pillar, the team has identified strategic priorities, key objectives, measures of success, and action strategies; strategy that builds on current strengths while expanding into new strategic areas.





1

ACADEMIC EXCELLENCE

Support and implement the highest level of academic excellence.



2

STUDENT SUCCESS

Create an exceptional learning environment that extends beyond the classroom to a commitment by the entire community to provide the wraparound supports that are essential to retention, persistence, graduation, and placement.



3

INFRASTRUCTURE ENHANCEMENT

Provide comprehensive, efficient, and culturally relevant physical and virtual spaces across campus that prepare students for a smaller interconnected world.



4

OPERATIONAL EFFECTIVENESS

Strengthen and maintain an efficient and proactive operating culture that promotes exceptional service delivery and stakeholder experiences and outcomes.



5

FINANCIAL HEALTH

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

MASTER PLAN GUIDING PRINCIPLES

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The Master Plan aims to build on the Strategic Plan REACH 2026 and embody the ethos of the overall student experience. It reinforces the University's rich HBCU legacy and community while furthering the academic mission. The Vision and recommendations for the Master Plan outline three key goals to strengthen the University's unique identity and establish cultural framework of transformation.

- **Access to all:** The University has a legacy in serving communities with the sole purpose in providing education and opportunities to all.
- **Uplifting Communities:** The University creates a presence within the communities it serves and provides benefits for all stages of life.
- **Economic Revitalization:** Invest in the local communities with infrastructure, public realm improvements, support development and establish a civic realm

Five guiding principles provide a framework for decision-making and implementation. Collaboration, interactions, and engagement are integral to the Overall Experience for students, faculty, and staff. The Master Plan examines opportunities to support these goals and accommodating current and future growth needs.





1

CIVIC & CULTURAL IDENTITY

Reinforce the core campus as a civic anchor that is deeply rooted in the history and traditions of a prestigious HBCU institution.



2

INNOVATIVE CAMPUS OF LEARNING & RESEARCH

Grow academic and research to foster a 21st century of innovation and entrepreneurship with emerging inter-disciplinary programs.



3

TRANSFORM STUDENT EXPERIENCE

Develop a vibrant campus environment that enhances the student experience and growth.



4

ANCHOR INSTITUTION

Foster public-private partnerships by leveraging the University's economic and cultural role to create jobs and attract talent.



5

LANDSCAPE FRAMEWORK OF CONNECTIVITY

Build on the existing landscape structure and create an interconnected framework of diverse open spaces and robust multimodal systems of connectivity.

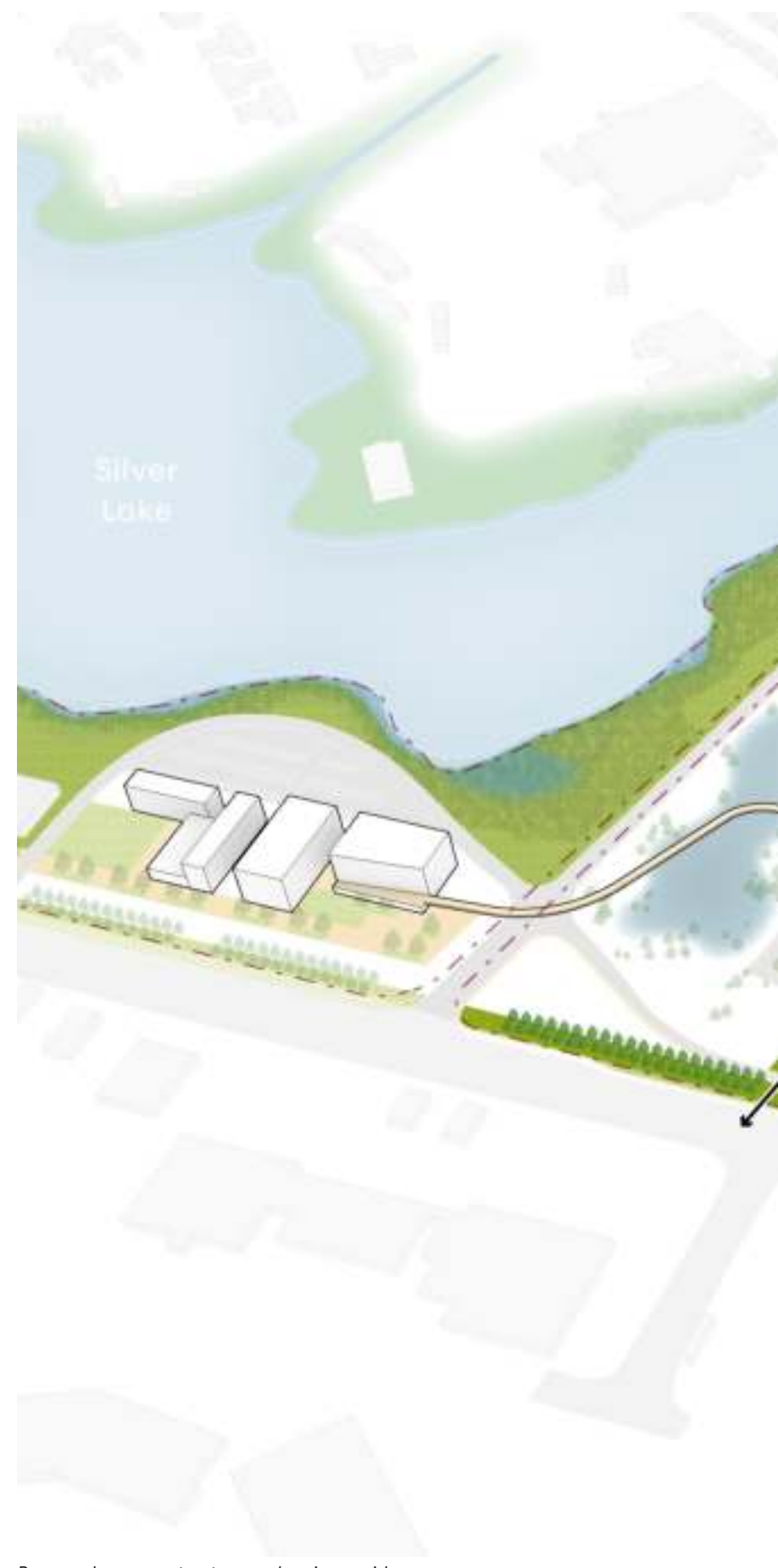
FRAMEWORK FOR GROWTH

RESILIENT FRAMEWORK

Develop a flexible framework plan that integrates growth opportunities, creates synergies and a vibrant civic realm.

OPPORTUNITIES

- Build on the existing landscape structure and open spaces by celebrating the University's unique setting
- Identify key nodes for development that elevate the University's regional presence
- Create a robust multi-modal system of connectivity that brings clarity and a pedestrian friendly environment



Proposed campus structure and major corridors



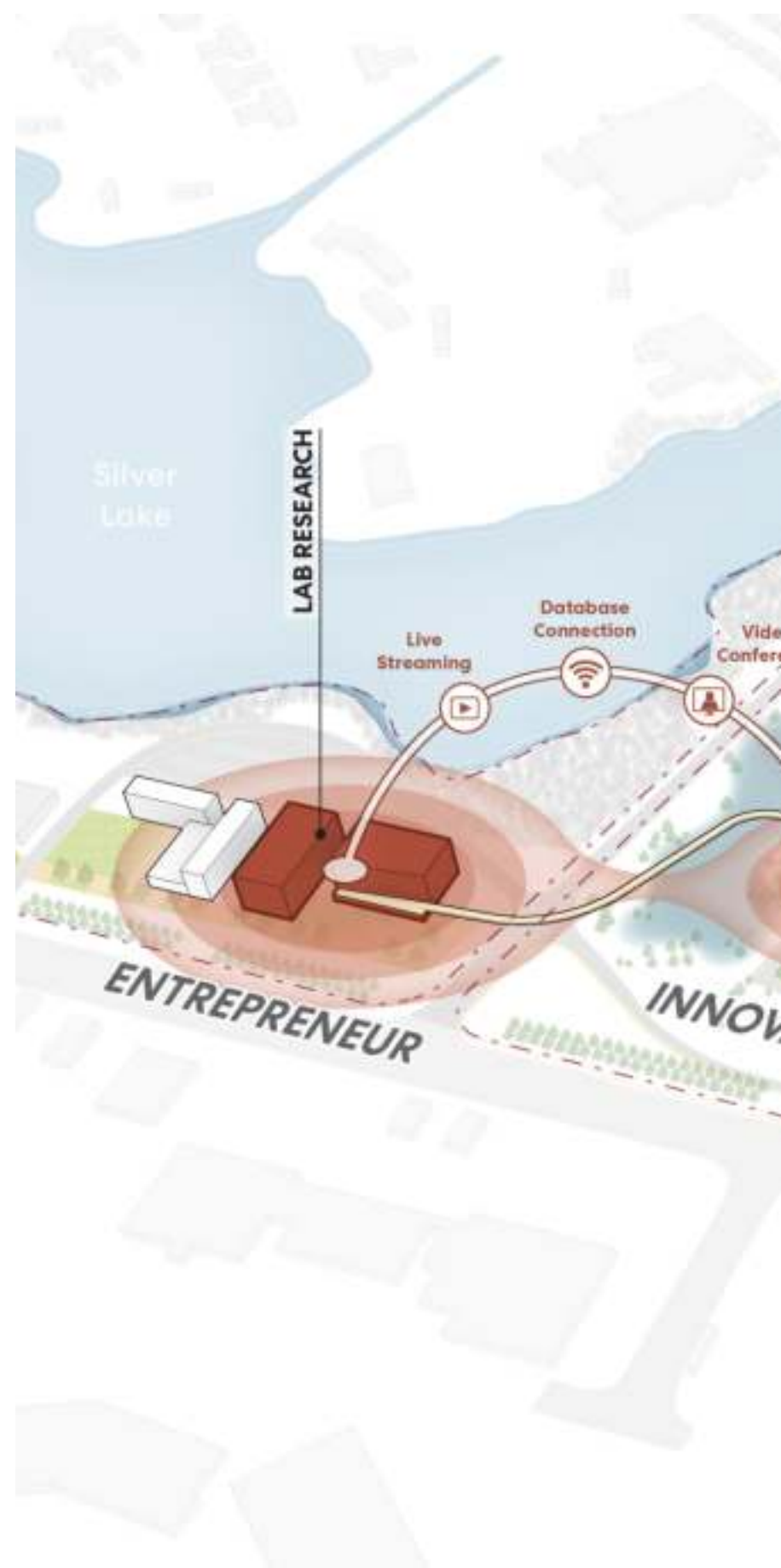
GROW ACADEMIC AND RESEARCH

ACADEMIC EXCELLENCE

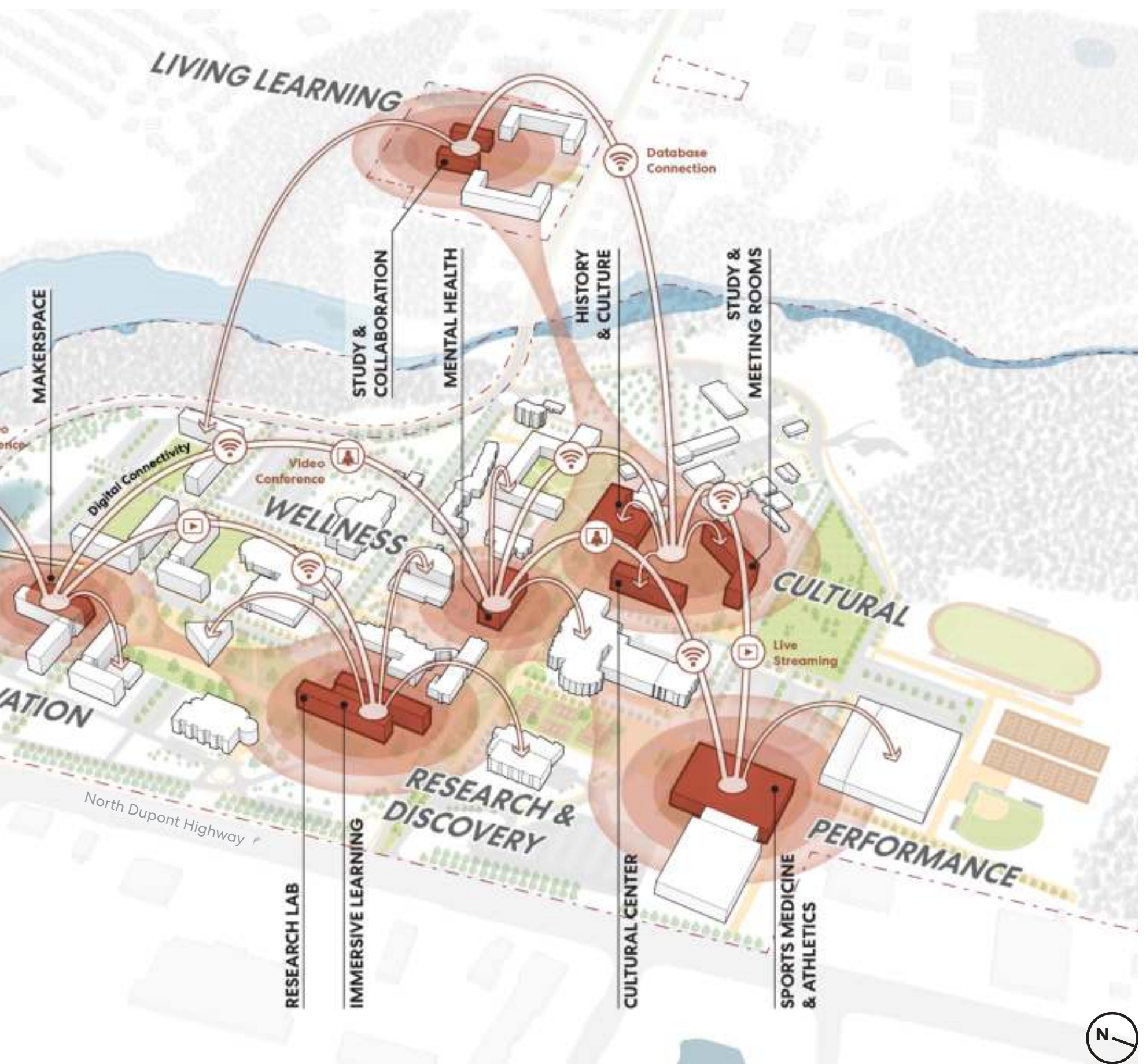
Grow Academic & Research that foster innovation and collaboration as a leading 21st century University and supports the technological, academic, social and creative needs for students.

OPPORTUNITIES

- Provide flexible instructional, research and laboratory spaces that integrate technology for diverse academic pedagogies
- Right-size space needs to improve efficiencies and adjacencies
- Reinforce the Academic Core to foster collaboration and program synergies
- Support Innovation and Entrepreneurship with emerging inter-disciplinary programs



Proposed campus nodes and connections



CELEBRATE THE HBCU HISTORY, LEGACY AND CULTURE

HISTORY

Celebrate the rich HBCU and Delaware State University History and unify Culture and Identity on all the campus locations.

OPPORTUNITIES

- Create a sense of community with the diverse population of Dover and increase social, cultural and academic engagement
- Strengthen the interconnected relationship between the diverse network of campuses
- Create a welcoming campus that reflects the University's mission to be diverse, inclusive, and collaborative



Proposed campus open spaces and landscape corridors



WELCOME PLAZA

PEDESTRIAN MALL

RECREATION FIELDS

CELEBRATION PLAZA

RESIDENTIAL COURTYARD

CAMPUS GREEN

N Dupont Highway

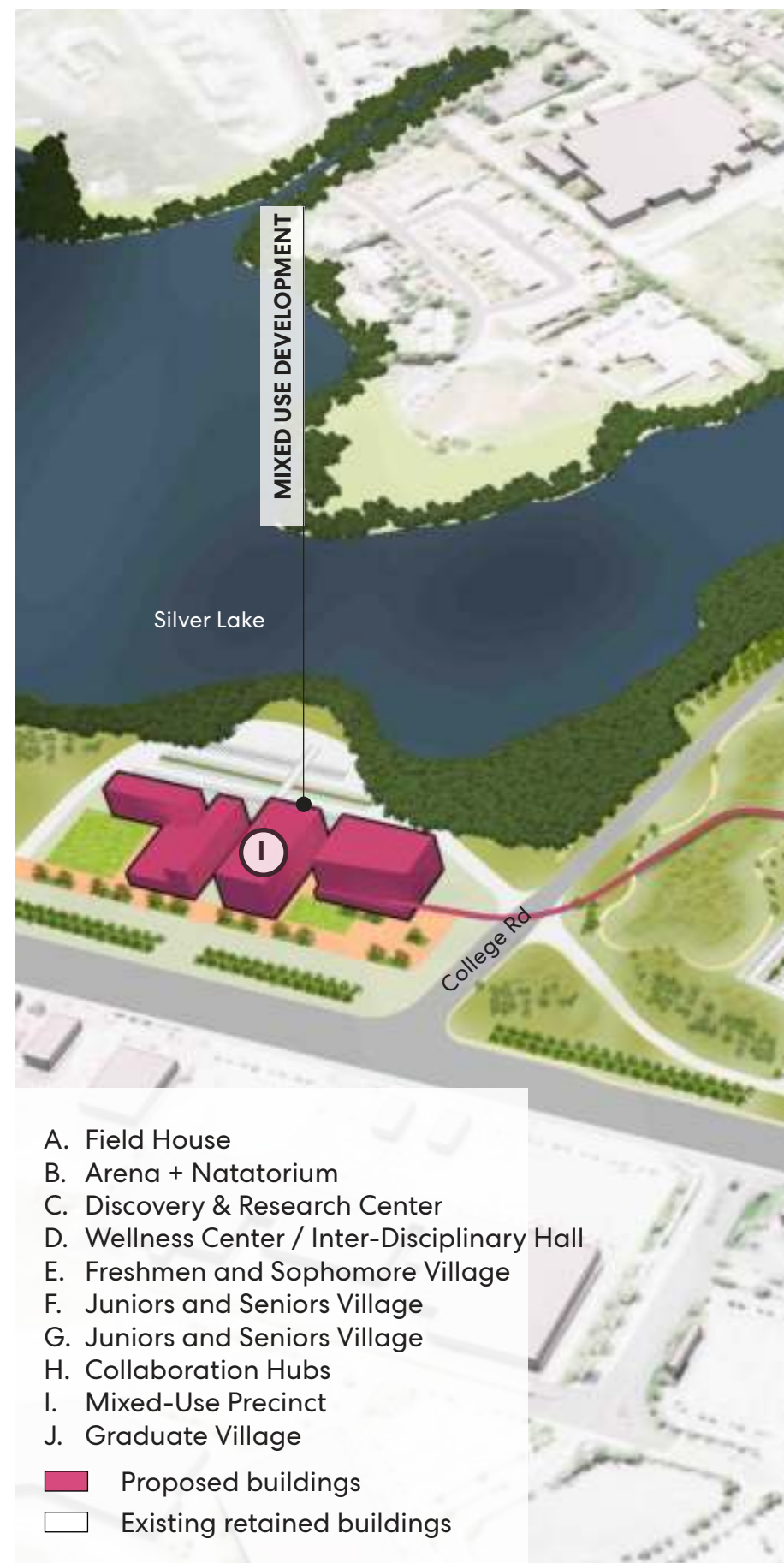


MASTER PLAN

Recommendations of the Master Plan focus on enhancing the landscape, civic realm, and urban design structure for the campus; growing academics and research; and creating diverse communities. The Campus Master Plan provides recommendations for transformative spaces, new housing models, and robust student services that will provide an enhanced platform for Delaware State University to create the inclusive, 21st Century learning environment needed to support the leaders of tomorrow.

The Master Plan integrates the various elements of the campus structure that outline a series of bold new ideas:

- A bold new vibrant framework of interconnected open spaces that build on the landscapes and embody the cultures and traditions of the Pedestrian Mall, Greek Plots and a new Tech Square
- Iconic gateway entrance into the Civic heart of the campus anchored by a new Research, Innovation and Discovery Center
- Re-imagined pedestrian walk from the College Road entrance with academic buildings and a new Tech Square plaza that is anchored around the Oscar Research Center to foster research and innovation
- New athletics precinct that includes a new Arena, Natatorium, Fieldhouse, re-imagined football stadium, tennis facility and supporting athletic performance facilities
- Student life and Residential communities that include residential typologies that will attract students to live on campus
- New development that defines open spaces that are programmed to be vibrant with student activities and campus traditions



Proposed campus master plan



RESIDENTIAL COMMUNITY

TECH SQUARE

DISCOVERY & RESEARCH

CIVIC SPINE

DIVERSITY PLAZA

RESIDENTIAL COMMUNITY

ARENA + NATATORIUM

FIELD HOUSE

FOOTBALL STADIUM

North Dupont Highway



LAND USES

The proposed land uses provide a guide for creating synergies and organizing framework that sites uses at the ideal locations.

CENTRAL CIVIC AND CULTURAL CORE

At the heart of the campus the civic spine is framed by cultural, wellness and student life uses that is a gateway to all who arrive to the campus. It tells a story of history, legacy and a sense of pride, while inspiring one to pursue excellence with an eye to the future. Dedicated spaces for student organizations, affinity groups that reflect diversity, additional counseling and a wellness center promote health and well-being.

ACADEMIC CORRIDOR

Academic uses with learning spaces that promote active learning, research and lab spaces, and academic support uses. Transform existing instructional spaces with 21st century technology to promote active learning aligned with academic pedagogy.

STUDENT LIFE AND RESIDENTIAL COMMUNITIES

Increase on-campus housing with mixed-use living learning communities anchored around open spaces that form a series of nodes of campus life. They include active and flexible ground floor uses dedicated to student collaboration, study, and engage to activate the ground plane.

EDGE CAMPUS DEVELOPMENT

Along the campus edges, predominant uses should promote partnerships with the community and mixed uses. It includes athletics and recreational uses that serve as regional venues and mixed use developments of commercial, residential, and retail uses.



Proposed campus by building uses



STUDENT LIFE & RESIDENTIAL

ACADEMIC PRECINCT

STUDENT SERVICES & WELLNESS

CULTURAL CENTER

ATHLETICS PRECINCT

North Dupont Highway



