Dillard University’s Strategic Plan

"OUR BLUEPRINT FOR THE FUTURE"

2008-2013

STRATEGIC PILLARS

Dillard University’s Strategic Plan
In life, we rarely are given a second opportunity to define our future for generations to come. Out of the disaster of Hurricane Katrina, Dillard University has the opportunity to transform itself into a stronger and better institution. Literally and figuratively, Katrina cleansed us. Instead of merely rebuilding our physical campus, we are building a future that takes us beyond our history into an era of expanded opportunities for our students, faculty and communities.

Our mission is to transform Dillard into one of the premier comprehensive universities in our nation. It is my pleasure to present to you Dillard’s Strategic Pillars, the blueprint for our future. This strategic plan identifies the specific pathways we must travel to achieve that mission.

This plan was developed through a deliberative process, which included the wise counsel of faculty, staff, students, alumni, community, foundation leaders and corporate stakeholders. Each is a champion of our beloved university by virtue of his or her unique association with Dillard. This plan has been approved and fully embraced by our Board of Trustees. Please take some time to review this publication and consider how you can contribute to Dillard’s implementation of it.
Our strategic plan has two goals: to clearly position Dillard as a premier university by enhancing students’ success, and to build upon its legacy of excellence in undergraduate education by selectively introducing graduate programs. These initiatives will enable us to sustain our culture of support, engagement and inclusion so that students thrive, graduate and enter our nation’s best graduate and professional degree programs or enter directly into their chosen professions. For example, we are expanding access to a diverse and global student body. As a private university, we recognize that these goals require strict attention to fiscal responsibility and accountability.
Our graduates enter a world of heightened global competition. Dillard University is rebuilding its campus and providing resources that best support a challenging curriculum and prepare graduates to lead in this world marketplace. Dillard will be an exciting university that attracts world-class faculty and researchers. We are in a changed city, and we must be a part of New Orleans’ rebuilding, as well as our own. Dillard will be unified with the city—especially the Gentilly community—through scholarship, teaching, civic engagement and service rooted in spiritual values. Our graduates will be global citizens, committed to improving the human condition.

How do we accomplish these goals? First, we strengthen the foundation of the traditional Dillard University. Second, we identify specific initiatives for expanding our expertise and leadership in areas that clearly differentiate us from other universities.

Many of these initiatives cost money. That is why, in May 2008, we launched Advantage Dillard!—our capital campaign to raise $70 million. Though it is an ambitious goal, we know we will succeed. We already are well on our way. The resiliency, strength, faith and determination of our students, faculty, administration and staff have made Dillard a symbol of hope for the community, the city and the nation. As we go forward, our graduates will continue to have pride in belonging and will further value their Dillard experience and education.
TRUE TO ITS HERITAGE, DILLARD UNIVERSITY’S MISSION IS TO PRODUCE GRADUATES WHO EXCEL, BECOME WORLD LEADERS AND ARE BROADLY EDUCATED, CULTURALLY AWARE AND CONCERNED WITH IMPROVING THE HUMAN CONDITION. THROUGH A HIGHLY PERSONALIZED AND LEARNING-CENTERED APPROACH, DILLARD’S STUDENTS ARE ABLE TO MEET THE COMPETITIVE DEMANDS OF A DIVERSE, GLOBAL AND TECHNOLOGICALLY ADVANCED SOCIETY.
DILLARD UNIVERSITY’S STRATEGIC PILLARS

I. Dillard University will be a premier private undergraduate and graduate university in its region and in the world.

II. Dillard University will expand selectively into graduate studies, building upon its best programs that also represent future projections of workforce needs.

III. Dillard University will increase and enhance its commitment to and production of quality research.

IV. Dillard University will infuse globalization into its curriculum to expand its reach to other cultures and countries.

V. Dillard University will demonstrate commitment to the success of all students.

VI. Dillard University will develop student leadership training and enriched educational opportunities outside of the classroom to offer a balanced environment as part of the college experience.

VII. Dillard University will continue to attract, retain and graduate talented African-American students, while welcoming those from diverse backgrounds who can also benefit from the unique experience we offer.

VIII. Dillard University will demonstrate commitment to technology as subject matter and as a teaching tool with the underpinnings of internal systems that are efficient and reliable.

IX. Dillard University will be engaged in the revitalization of its home, New Orleans.

X. Dillard University will develop and promulgate practices relative to the greening of its campus and the promotion of environmental sustainability.

XI. Dillard University will develop a Gulf Coast Public Policy Center.
Dillard University will be a premier private undergraduate and graduate university in the region and in the world.

Academic success will continue to be a priority at Dillard. All initiatives are advanced with a view toward how they will promote academic excellence for our students and faculty.

Dorothy Smith
Conrad Hilton Endowed Professor of History
AT DILLARD, ACADEMIC SUCCESS EQUALS STUDENT SUCCESS

Academic success goes beyond classroom performance. Our goal is to prepare our graduates to be leaders in whatever profession they choose, wherever in the world they go. Academic success at Dillard must foster global awareness and give graduates the tools they need to excel as they pursue professional degrees and careers. We are embracing a culture of research to help students link classroom work to real-world issues.

Students attending the transformed Dillard will encounter a university committed to operating as a center for state-of-the-art technology. They will experience a university committed to ensuring that graduates have the practical experience needed to use the most cutting-edge technology in their jobs or graduate studies.

We recognize that national rankings in publications such as U.S. News & World Report are questionable; however, we realize that these rankings are widely followed by potential students, faculty and supporters. We believe our commitment to success will be reflected in these rankings. We currently are seventh in U.S. News & World Report’s rankings of our nation’s Historically Black Colleges and Universities (HBCUs) and are among the country’s top private universities.

Specific initiatives to support academic and student success include:

- Attracting and retaining a stable student body that is large enough to create effective communities of learning without growing beyond our facilities and our ability to deliver quality.
- Demonstrating a clear commitment to student success, with emphasis on educating the total student. We will support our students inside and outside the classroom to ensure that their Dillard experience is welcoming and rewarding.
- Ensuring that our graduates know how to use the technologies in the workplace of the future.
- Determining the best ways to assess our students’ progress and ensure that they achieve competence in their chosen fields.
- Promoting a culture of research that permeates undergraduate learning and gives undergraduates opportunities to publish research.
- Strengthening our core liberal arts curriculum and increasing opportunities for cross-disciplinary learning.
- Enhancing the enrollment and retention of the traditional base of African-American students, while reaching out to students of diverse backgrounds who also can benefit from a Dillard education.
Dillard University will expand selectively into graduate studies, building upon its best programs that also represent future projections of workforce needs.

We will prepare our students to succeed in jobs that will exist, instead of jobs of the past. This increasingly means that students need graduate degrees.
We have begun exploring logical prospects for graduate studies: the Master’s of Nursing, the Justice Revisus Ortique School of Law, the Dillard Executive MBA and a Dillard University Public Policy center for Ethical Leadership.

As we identify specific areas that we believe are appropriate for graduate study and develop supporting curricula, we will identify strategic partners who can leverage our assets. A simple example is cross-departmental programming. We will focus outside the university to identify research partners, public and private funding, and subject-matter expertise.

We want to build upon existing programs that link our graduates to stellar doctoral programs at outstanding institutions, such as Brown, Princeton, Columbia and others. Formal partnerships such as these will enhance our graduates’ academic credentials.

Dillard graduate students will have the best technology for research in the Professional Schools and Science Complex, now under construction. Such technology already is available in our newly renovated library.

Graduate programs will allow Dillard to excel on a larger scale, to offer important and useful research, and to make the university fiscally stronger.

Prospective Graduate Studies

- Nursing, a pillar of excellence for Dillard for almost a century. As the nation’s health care needs expand, we see the opportunity to meet demand with even higher-qualified graduates of a Master’s degree in Nursing.

- Public Health, an expanding field that reflects Dillard’s focus on leadership and service.

- A “green” curriculum, which would prepare our graduates for newly emerging challenges in environmental studies. An understanding of the components of sustainability and environmental justice will be the underpinnings of jobs of the future.

Other graduate programs could include, but not be limited to:
Dillard University will increase and enhance its commitment to and the production of research.
RESEARCH: A HALLMARK OF TOP UNIVERSITIES

Research enhances a university’s reputation, and attracts top students and faculty, as well as public and private funding. An increased emphasis on research will make our undergraduate and graduate programs more compelling and valuable than ever.

Dillard’s goal is to double the number of its research activities by 2010. That means the production and dissemination of results, publications and presentations by faculty and students will increase. It also means integrating research and mentoring within each division. We will use research to strengthen learning and teaching by encouraging students to participate in interdisciplinary collaboration.

A commitment to providing students access to the technologies and infrastructure necessary to conduct effective research is critical to this goal. This commitment is evident in our renovated library and will be a significant part of the new Professional Schools and Science Complex, which is under construction.

Specific initiatives to achieve this goal include:

- Integrating research into all aspects of undergraduate curricula.
- Training first-year students in research design and methods, the use of technology, and data analysis and interpretation.
- Implementing discipline-based research for all students in their sophomore year.
- Creating a fund to encourage research across the university.
- Creating an undergraduate research journal.
- Developing strategies to attract partners from national laboratories and research institutions.
- Identifying methods of implementing research into non-laboratories with specific fields of study.
- Becoming a center of research on issues pertaining to African-American life in urban settings.
- Determining incentives and rewards for faculty who engage in research.
- Instituting a competitive-bidding process for faculty seeking research grants.
- Identifying and cultivating strategic partnerships to leverage our research assets. Partners can be governmental or private sources of funding, other educational institutions or organizations with specific expertise.
Dillard University will infuse globalization into its curriculum to expand its reach to other cultures and countries.

The Clinton Global Initiative, during its first international conference, recognized Brown University and Dillard University for their partnership in post-Katrina recovery.
GLOBAL PROGRAMS

Dillard must prepare students for the realities of today’s competitive global marketplace because we are committed to our students’ success. Dillard is committed to international and cross-cultural education, and will increase that commitment across all disciplines.

The university has a unique combined Japanese Studies/Business program and is the only university in the United States selected to participate in the Melton Foundation Fellows Program, which offers study-abroad opportunities and sponsors exchange students. In the fall of 2008, Dillard hosted university students from other participating countries, including Chile, China, India and Germany. For one week, Melton fellows lived with our students, opening new worlds for all. Each year, one of the five countries hosts all member universities.

Beyond formal programs, we encourage our students to seek opportunities to travel and study abroad. Many of our students study in places like Africa, Great Britain, Japan and Costa Rica, to name a few. We will host students and faculty from other countries to enrich their experiences and those of the Dillard community.

Students from across the world came to Dillard as part of the Melton Foundation Fellows Program.
Dillard University will demonstrate commitment to the success of all students.

We will create support systems—inside and outside of the classroom—to ensure that our students have the support they need when they need it.
We will improve our graduation rate. The first step is to increase retention of first-time students to at least 80 percent. That means identifying and establishing strong programs for our students. We will create support systems—inside and outside of the classroom—to ensure that our students have the support they need when they need it.

We will provide students and faculty the technology that enables them to do research and communicate any time from any place. We also will offer programs that give students the skills they need for the new jobs that will be created in the rapidly evolving global marketplace. In addition, we will establish rubrics to measure achievement across our curriculum.

Our faculty is one of our most important assets. Faculty members establish the curricula, set the tone in the classroom, guide students’ experiences and, ultimately, evaluate students’ success. Therefore, commitment to our faculty is a critical component of our commitment to our students.

We will focus on attracting and retaining top-tier faculty. As we expand into graduate programs, we will recruit faculty who are leaders in their fields and who will serve as mentors in research. We will establish clear goals for them, as well as objective standards for evaluating and rewarding achievement of those goals.

At the same time, we will support our faculty with opportunities for release/research time and paid sabbaticals. Dillard’s faculty and staff will have opportunities for career enhancement and advancement.
Dillard University will develop student leadership training and enriched educational opportunities outside of the classroom to offer a balanced environment as part of the college experience.
For students, attending Dillard University means more than exposure to excellent classes. It means access to experiences that prepare them to thrive in the global marketplace and lead in their chosen fields. To demonstrate our commitment to educating the “total student,” we will consider ways to give students opportunities outside the classroom to meet, share ideas and forge friendships.

By 2010, Dillard University will build its first Student Union, Health and Wellness Center. The building will be a LEED-certified “green” building designed to model environmental management. The center will be a safe, welcoming, informal place for students to meet outside the classroom and will enhance campus life. At the union, students will mingle with people from other disciplines and expand their scope of awareness and interest. Just as important, the union will create opportunities for fun, an essential component of life.

THE 55,000-SQUARE-FOOT
STUDENT UNION, RECREATION,
HEALTH AND WELLNESS CENTER
SCHEDULED FOR COMPLETION
IN 2010 WILL BE LEADERSHIP IN
ENERGY AND ENVIRONMENTAL
DESIGN (LEED) CERTIFIED.
Dillard University will continue to attract, retain and graduate talented African-American students, while welcoming those from diverse backgrounds who can also benefit from the unique experience we offer.
We embrace our tradition as a historically black university and believe we have an obligation to serve our students with that focus clearly in mind. To that end, we will become the standard-bearer for Historically Black Colleges and Universities. At the same time, we will seek a diverse student body that may prefer the smaller atmosphere of Dillard. For example, many Dillard graduates have attained stellar careers in medicine and health care. We will train students to understand and address not only the underlying science, but to also understand the demographic issues that significantly affect the quality of health and life of African-Americans and other minorities. These issues include limited access to quality health care and lack of information about preventive medicine, as well as infant mortality and high blood pressure, which strike African-Americans disproportionately.

In business classes, we will teach students to understand and address issues of economic development in underserved communities. Our students will have opportunities to work on real-world issues, with an emphasis on minority entrepreneurship, community advocacy and strategies for creating greater wealth in minority communities.

We will ensure that our students understand that the workplace is global, and that opportunities and challenges extend far beyond our city, state and nation.

We are acutely aware that the majority of our students are from households with annual incomes of less than $45,000. In addition to funding programs, the capital campaign will support our endowment, which is a major source of scholarships.

## DIVERSIFYING OUR STUDENT POPULATION

We embrace our tradition as a historically black university and believe we have an obligation to serve our students with that focus clearly in mind. To that end, we will become the standard-bearer for Historically Black Colleges and Universities. At the same time, we will seek a diverse student body that may prefer the smaller atmosphere of Dillard. For example, many Dillard graduates have attained stellar careers in medicine and health care. We will train students to understand and address not only the underlying science, but to also understand the demographic issues that significantly affect the quality of health and life of African-Americans and other minorities. These issues include limited access to quality health care and lack of information about preventive medicine, as well as infant mortality and high blood pressure, which strike African-Americans disproportionately.

In business classes, we will teach students to understand and address issues of economic development in underserved communities. Our students will have opportunities to work on real-world issues, with an emphasis on minority entrepreneurship, community advocacy and strategies for creating greater wealth in minority communities.

We will ensure that our students understand that the workplace is global, and that opportunities and challenges extend far beyond our city, state and nation.

We are acutely aware that the majority of our students are from households with annual incomes of less than $45,000. In addition to funding programs, the capital campaign will support our endowment, which is a major source of scholarships.

### Some specific initiatives identified to meet this goal include:

- Becoming the center of research on African-Americans in urban settings.
- Broadening selected graduate studies to bring focus on our successful programs of specific interest to urban African-Americans, such as health-related fields.
- Expanding our strategy to focus on selected graduate studies with an emphasis on issues and needs of particular interest to the urban African-American community, such as an MBA program that teaches how to mobilize companies into competitiveness.
- Expanding our curriculum to include an array of public-service requirements and opportunities that allow a diverse student body to understand and experience the issues that African-American residents and others face in their daily lives.
DILLARD UNIVERSITY WILL DEMONSTRATE COMMITMENT TO TECHNOLOGY AS SUBJECT MATTER AND AS A TEACHING TOOL WITH THE UNDERPINNINGS OF INTERNAL SYSTEMS THAT ARE EFFICIENT AND RELIABLE.
At Dillard, information technology supports our program priorities. Our commitment to cutting-edge technology is already visible in the library renovations; the state-of-the-art nursing, biology, chemistry and multimedia labs; and the Professional Schools and Science Complex, currently under construction. We recognize that distance learning is increasingly important, especially for some of our target student body, such as those who must commute or hold full-time jobs. We will identify the most appropriate model for Dillard to use in offering distance learning education.

Dillard graduates will be knowledgeable about and experienced with the technologies critical to success in their chosen fields.
DILLARD UNIVERSITY WILL BE ENGAGED IN THE REVITALIZATION OF ITS HOME, NEW ORLEANS.
NEW ORLEANS’ FUTURE

New Orleans is more than our home city. It is part of our culture and identity. Therefore, we are committed to enhancing this city’s leadership through the investment of economic, intellectual, social and cultural capital.

Specific strategies include uniting our strong alumni base in this city. We will work together to improve our city and school. We will also be a resource for residents who lack the resources to rebuild. We are redesigning the community service requirement for our students to clearly align learning with our commitment to New Orleans, and particularly to the Gentilly community. Our redesigned program will identify the best ways to engage our students and assess whether we meet our goals. In some cases, strategic partnerships with other agencies, institutions, and organizations may be an ideal route to achieving our common goal.

We will work with existing programs as a partner, as a leader, and as a coordinator to ensure that housing is rebuilt and repaired and that businesses reopen. Our Community and Economic Development Corporation (CDC) has already partnered with health care organizations, such as Blue Cross Louisiana and EXCELth Inc. Health Services, to provide health information and ambulatory services.

Dillard will be a laboratory leading the community development initiative. This university is already at the forefront of institutions in the nation that are proactively practicing environmental responsibility. In that regard, we can be the catalyst for “green” design and building for housing, retail space, and the redevelopment of our neighborhood.
Dillard University will develop and promulgate practices relative to the greening of its campus and the promotion of environmental sustainability.

The 127,000-square-foot Professional Schools and Science Building (rendering shown above) is scheduled for completion in 2010.
SUSTAINABILITY AND ENVIRONMENTAL PRACTICES

In this document, we have identified what we believe are the best strategies for ensuring the best outcomes for our students. As we move forward, we commit to making environmental sustainability a key factor in all planning and building decisions. At Dillard, we want our graduates to be leaders in their fields, to be engaged in their communities and to be committed to justice and fair play. We also want them to be good stewards of our planet Earth.

Therefore, we are committed to having a “green” campus and the active implementation of environmental sustainability. As we have repaired and rebuilt, we have had the opportunity to think clearly about the impact of our decisions. We have the advantage of technologies, research and building techniques that enable us to make environmentally wise choices. Equally important, we now choose to share our commitment for a better world by teaching through example.
Dillard University will develop a Gulf Coast Public Policy Center.
PUBLIC POLICY ISSUES

As the Gulf Coast continues to rebuild after Hurricane Katrina, it is apparent that many decisions, ranging from redevelopment to public education, are being made without coordination or a regional policy. As a result, decisions are subjected to scrutiny, criticism and lack of consistency. This leads to confusion. Our region clearly needs a respected, neutral body that can work across government and organizational lines to identify, develop and implement policies that will best drive economic development and ensure a good quality of life.

Dillard University is ideally situated to create that entity. Therefore, we are raising funds to develop the Gulf Coast Public Policy Center. While many details remain to be determined, we see this center as an important component of our commitment to civic engagement. It also underscores our commitment to quality and useful research.
"Working together, we are laying the foundation for a bright future for Dillard University, for the Gentilly community and for our beloved city of New Orleans."

—Marvalene Hughes, Ph.D.
President, Dillard University
THE AVENUE OF OPPORTUNITY
STRATEGIC PILLARS
DILLARD UNIVERSITY’S STRATEGIC PLAN

WWW.DILLARD.EDU