

MSCHE Self-Study Evaluation Team Report Review
March 2022

Standard I	Recommendation	Collegial Advice	Notable Accomplishments
<p>The institution’s mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution’s stated goals are clearly linked to its mission and specify how the institution fulfills its mission.</p>	<p>None</p>	<p>The Team suggests that the institution consider strategically and consistently posting its mission statement, vision statement, and core values on all electronic and print documents, as applicable, and in a manner that are easily identified.</p>	<p>DSU is to be commended for actively promoting a mission that defines and is consistent with its purpose for access to higher education, what it intends to accomplish, and how it responds to the needs of the students it serves within the local, regional, and global contexts.</p>
		<p>The Team suggests that the institution review all media in which its mission, vision, and values are presented to assure consistency in wording and the coherence of one voice transmission of its mission and goals especially in light of its desire to expand its impact around the world.</p>	<p>DSU is to be commended for living its mission through the active role it played in serving its students, employees, and the community during the COVID-19 pandemic.</p>
		<p>The Team suggests that the University increase reliance on its mission to guide, link and clearly map planning, resource allocation, assessment, and use of results in the interest of institutional stakeholders.</p>	<p>DSU is to be commended for the strategic steps taken to expand the impact of its mission through the acquisition of Wesley College and extension of its reach in the context of diversity, equity, and inclusion.</p>
			<p>DSU is to be commended for the active practice of its mission through teaching and learning, innovative research, collegial interaction, and community engagement.</p>

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Standard II	Recommendation	Collegial Advice	Notable Accomplishments
<p>Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.</p>	<p>None</p>	<p>It is suggested that language supporting academic and intellectual freedom be included in the Code of Conduct in the Student Handbook</p>	<p>The Delaware Chapter of the Society for Human Resources Management (Del-SHRM) presented a Gold Award to Delaware State University in 2017 recognizing their commitment to diversity.</p>
		<p>It is suggested that all policies be properly dated and reviewed pursuant to an established and documented schedule.</p>	<p>US News & World Report announced in 2021 that Delaware State University rose to #10 nationally among all other Historically Black Colleges and Universities remains the #3 public HBCU in America.</p>
		<p>It is suggested that a Faculty Handbook be developed and implemented.</p>	
		<p>It is suggested that the University develops a campus-wide documented schedule and plan that promotes consistent periodical assessments.</p>	
		<p>It is suggested that the University publish a campus-wide document that details the dynamics of the grievance process as it pertains to staff not subject to the CBA, students, and those who decide to remain anonymous.</p>	
		<p>It is suggested that the University consider developing a more robust Exit Interview process to allow for a better understanding as to improvements in employment practices, thus encouraging employment retention.</p>	
		<p>It is suggested that the University prioritize the strategic goals regarding infrastructure enhancement for Information Technology</p>	

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Standard III	Recommendation	Collegial Advice	Notable Accomplishments
<p>An institution provides students with learning experiences that are characterized by rigor and coherence of all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, and setting are consistent with higher education expectations.</p>	<p>Publish and enforce an assessment schedule towards supporting the design, rigor, and coherence of the academic programs.</p>	<p>None</p>	<p>None</p>

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Standard IV	Recommendation	Collegial Advice	Notable Accomplishments
<p>Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.</p>	<p>None</p>	<p>To expand service and support of active-duty military students, DSU may consider establishing a DoD MOU and participate in the DoD Tuition Assistance Program to accept tuition assistance from DoD.</p>	<p>DSU is in the process of updating policies and procedures relative to credits awarded through experiential learning, prior non-academic learning, competency-based assessment, and other alternative learning approaches through a Prior Learning Taskforce.</p>
		<p>To provide more transfer of credit opportunities, DSU may consider expanding the partnership beyond the Community College of the Air Force and also partner with the U.S. Naval Community College</p>	<p>Currently DSU does not provide housing to graduate students. However, due to the realignment of Student Affairs and Housing to the VP for Strategic Enrollment Management, additional dormitories from the Wesley acquisition may provide an opportunity to grow housing opportunities for graduate students.</p>
		<p>To further adopt best practices in adjudicating academic integrity and conduct cases, DSU may consider an institutional membership with the International Center for Academic Integrity.</p>	<p>In 2018, several issues were identified contributing to the Honors Program lack of growth. DSU put many changes in place which resulted in significant increase in student growth and expansion in course options for Honors students. In 2019, the Honors program was embedded in the Office of URELAH and sixteen Wesley Honor students were inducted into the DSU Honors program in 2021</p>
			<p>DSU recognized the problem with student progress in mathematics during the use of the Accuplacer placement test which showed that students were not prepared for college-level math. The problem was addressed by changing to ALEKS which uses adaptive learning permitting students to retake exams with an emphasis on the weak indicators allowing for stronger placement results. As a result, DSU won a “Realizing Transformation Award” “Architecture in Practice: Developing a Cross Sector Blueprint for Eliminating Non-Credit Developmental Courses.”</p>

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Standard V	Recommendation	Collegial Advice	Notable Accomplishments
<p>Assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their programs of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education.</p>	<p>DSU has a strong culture of assessment and a variety of tools and resources for academic and administrative units to assess using multiple direct and indirect measures. A broadened approach of sharing of results to impact student success will continue to build an assessment infrastructure that supports assessment of administrative units (non-academic) across the campus. This will continue the "closing the loop" process and strengthen the culture of assessment. It is clear that assessment is a regular occurrence within the units. However, the process may be better if it were more systematic and sustained by the publishing of a schedule for assessment.</p>	<p>None</p>	<p>The university has a well-documented journey of assessment which demonstrates constituency involvement at many levels within the institution. The continuation of routine business functions and assessment associated with those functions during the acquisition of another institution should be considered a model for others to follow.</p>

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Standard VI	Recommendation	Collegial Advice	Notable Accomplishments
<p>The institution’s planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.</p>	<p>None</p>	<p>The team suggests that the implementation plans include a strategy to cost out the strategic plan, that measures the impact of the resource used and the buildout of a tracking system for the strategic plan.</p>	<p>The University has had remarkable transformative accomplishments considering the relatively constant changes in top leadership. Their great transformational changes in the last 12 years are as follows:</p> <ul style="list-style-type: none"> ● increased enrollment by 40% ● opened a new facility in New Castle County ● pioneered multiple international agreements <p>Team Rep 2022 (Self-Study Evaluation) Page 21</p> <ul style="list-style-type: none"> ● renewed seven institutional and/or program accreditations and added two additional program accreditations with the Wesley acquisition ● chartered the Early College High School ● increased the institution’s annual research portfolio from \$17-23 million ● increased annual fundraising to \$40 million in 2020, ● acquired Wesley College, and ● received the donation of the Capital One building at the Riverfront in Wilmington.

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Standard VII	Recommendation	Collegial Advice	Notable Accomplishments	
The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituents it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy	The Board of Trustees engage AGB in a review of the committee structures and functions towards ensuring governance responsibilities are at the appropriate level.	Staff, faculty, and administrators report that staffing and resources at current levels are adequate. As the institution continues to grow, it is suggested that the administration continue to monitor faculty, staff, and administration size and resources necessary to accomplish its tasks.	Delaware State University was a leader and a model for managing the pandemic. They had partnered with Apple to provide every student with an iPad, which made the transition to virtual instruction and services in March 2020 easier. Their instructive reopening plan document is a model for communicating a clear plan. As part of that thoughtful plan, the university became a site for Testing for America to ensure the safety of the students, faculty, and staff.	
	The Board of Trustees rectify immediately the conflict of interest presented by having the Board of Trustees chair also serving as chair of the Foundation Board.			The growth and expansion of DSU into downtown Dover, through acquiring Wesley College, was a strategic move that will allow the university to have more impact and serve the Dover community. The university successfully underwent quite a complex and ongoing process of managing the acquisition and the resulting changes in staffing and student body, not to mention compliance measures through Middle States
				In an extension of the many accolades of President Allen, we applaud his leadership. Staff and faculty described him as an agile and nimble leader. We also recognize his appointment to the Biden Administration as chair of the President’s Board of Advisors on Historically Black Colleges and Universities.

Requirements of Affiliation	Recommendation	Collegial Advice	Notable Accomplishments
15 Requirements of Affiliation	N/A	N/A	N/A