Chapter 5: Organizational Leadership and Decision-Making  
(Standards 4, 5 and 6)

Chapter 5 examines the fundamental elements of leadership and governance, administration, and integrity. Standards 4, 5 and 6 are grouped together because they elucidate the essential organizational structure that permits effective policy and decision-making in pursuit of the University’s Mission. Integrity has been included in this discussion because of its centrality to all relationships within the institution as well as interactions with the larger community.

MSCHE Standard 4: Leadership and Governance

The institution’s system of governance clearly defines the roles of institutional constituencies in policy development and decision-making. The governance structure includes an active governing body with sufficient autonomy to assure institutional integrity and to fulfill its responsibilities of policy and resource development, consistent with the mission of the institution.

Delaware State University is in compliance with Standard 4.

Delaware State University clearly delineates responsibilities with respect to institutional governance. University governance is shared among its institutional constituencies to include, but is not limited to, policy development and decision-making. The Board of Trustees takes an active role in governing the University through a shared governance process and as an autonomous body, thereby assuring the integrity of the University. Board of Trustees leadership plays a key role in the development of the administrative structure that, in turn, assists and supports the governance of the University through the organizational process. The shared governance principle requires open and frequent communication among the Board of Trustees, administration, faculty, students, and staff.

Governing Body

Delaware State University operates under a charter granted by the State of Delaware and is guided by the Mission adopted by the Board of Trustees as mandated in its charter and bylaws. A state mandate expanded the Board of Trustees from 11 to 15 members in 2005. Eight are appointed by the governor, with at least two from each of the three counties, and seven are elected by the Board. They serve on rotating terms of six years. Current Board of Trustees members indicate that the expansion has been positive, helping to create a more diverse group with a broader base of experience and skills. Effective January 12, 2012, the Board passed Guidelines for Trustee Participation, Leadership and Succession which now outlines term limits, self-evaluation requirements, succession planning, and procedures for recruiting Trustee candidates.

The Board of Trustees’ current membership includes representatives from a cross-section of the state including educators, researchers, lawyers, and executives from leading Delaware-based businesses, such as DuPont and IBM. These members utilize their educational and professional experience to guide the University. Delaware State University’s heritage is also well represented with four DSU graduates serving on the Board. Members regularly attend the Association of Governing Boards conference which is held in April each year, and provides an opportunity to introduce new members to the workings of the Board and to key issues facing higher education.
New members also participate in an orientation overseen by the Board’s chair. The Board of Trustees also conducts a retreat with the University President and senior leadership at least once every year to assess progress toward Strategic Goals and to plan. The Board chair assesses the Board members.

The Board is responsible for overseeing University compliance with policies and ensuring that proposed policies align with state and federal laws and regulations. Article VII of the Board of Trustees Bylaws defines their primary areas of stewardship, outlining their responsibilities for maintaining institutional policy compliance with academic programs, academic degrees, honorary degrees, awards and distinctions, budget administration, building and property, admissions requirements, fees, tuition, and other student services. Article IX, Section 4 of the bylaws outlines a clear Conflict of Interest policy.

The University President is the chief executive officer of Delaware State University and is subject only to the powers reserved to the Board of Trustees. The President has direct responsibility for the operation and the management of the University and serves as the primary spokesperson and leader of the University. The President reports to the Chair of the Board of Trustees and is an ex-officio member of the Board.

Organizational Structure

In order to adhere to the goal of shared governance between the administration, faculty, and staff, the Board committees work with the appropriate divisions and constituencies to ensure that the University’s Mission is fulfilled. Table 5.1 outlines the relationship between the Board of Trustee committees and their administrative counterparts. Each committee has a charter that outlines its purpose and direction.

Table 5.1: Board of Trustee Committees and Administrative Counterparts

<table>
<thead>
<tr>
<th>Board of Trustee Committee</th>
<th>Primary Administrative Liaison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee</td>
<td>University President</td>
</tr>
<tr>
<td>Committee on Finance</td>
<td>Executive Vice President for Finance</td>
</tr>
<tr>
<td>Committee on Development and Investments</td>
<td>Vice President for Institutional Advancement</td>
</tr>
<tr>
<td>Building and Grounds Committee</td>
<td>Executive Vice President for Finance</td>
</tr>
<tr>
<td>Educational Policy Committee</td>
<td>Provost and Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Committee on Student Affairs</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>Executive Vice President for Finance</td>
</tr>
<tr>
<td>Committee on Trustees (Board Development</td>
<td>University President</td>
</tr>
<tr>
<td>and Governance)</td>
<td></td>
</tr>
</tbody>
</table>

As depicted in Table 5.1 and in Appendix 5.1, the University’s organizational chart, Delaware State University has a clearly defined and published organizational structure that delineates responsibility for the administration of policies.

Two separate foundations - the Delaware State University Foundation, Inc. and the Delaware State University Student Housing Foundation - have been established to generate resources to enable the University to meet its Mission and Strategic Goals. The DSU Foundation, Inc. is governed by a Board of Directors and meets twice annually. The president and chief executive officer of the Foundation is also the University’s Vice President for Institutional Advancement/Chief of Staff. The DSU Student Housing Foundation also has a Board of
Directors and meets at least four times a year. Its president is the University’s Executive Vice President for Finance. Each foundation has bylaws, policies, and procedures and is externally audited.

**Faculty Leadership**

Academic governance at Delaware State University rests with the faculty. The Faculty Senate represents the voice of the DSU faculty under the principle of shared governance and is structured by the *Faculty Senate Constitution and Bylaws*, a document written by faculty to guide members in their academic and scholarly responsibilities.

The Faculty Senate, the elected representative body of the faculty, makes recommendations regarding admissions, curricula, undergraduate and graduate programs, policies impacting them, the establishment or discontinuance of degree programs, and issues of long-term and short-term planning for the academic growth and development of the University. Given its critical role in assuring the quality of the educational program, the Faculty Senate must review, analyze, and approve all proposed curricular changes and new programs recommended by academic departments. The full faculty approves Faculty Senate actions at General Faculty meetings in January and May. See Appendix 5.2 for a diagram of the decision-making process for curricular changes.

DSU faculty members take responsibility for matters of academic and faculty governance at all levels beginning with course, curricula, and program decisions initiated at the departmental or unit level. Faculty members participate at the department and college level on curriculum committees and promotion and tenure committees, among others. Larger academic units, such as the College of Arts, Humanities and Social Sciences, have more formalized academic committees devoted to research, grant writing, internship placement, and institutional interdisciplinary collaborations. In smaller departments the entire departmental faculty function as a group on such issues. Each college’s curriculum committee reviews and approves all course and curricular changes before they are sent to the Faculty Senate for action and approval.

Similarly, the initial responsibility for recommendations regarding selection of faculty rests with departmental faculty. Only tenured, elected faculty may serve on the Faculty Promotion and Tenure Committee (P&T Committee) at the department, college, and/or university level. Department chairpersons, division directors, college deans, and other administrative officers may not serve on these committees. Faculty also plays a role in setting admissions standards, in grievance hearings, in selection of the President, and in setting a vision for the future of the University. Widespread and active faculty participation in university governance is expected and encouraged. The regulations and policies that inform and guide compliance with this principle are published in various departmental and college documents, accreditation requirements, and the *Faculty Senate Constitution and Bylaws*.

Faculty Senators communicate information regarding Senate deliberations to departmental faculty through e-mail and at department meetings. Copies of the minutes and actions taken by the *Faculty Senate* are available in the Records Office and on the Blackboard® Faculty Senate page.

The level of participation among faculty members attests to the strength of the Faculty Senate and its committee system. As seen in Table 5.2 just under 40% of the faculty members who are
eligible - full-time faculty and members of the library staff - serve on Senate committees. Service on Senate committees is broadly distributed among the faculty, as a limited number serve on more than one committee.

Table 5.2: Participation in Faculty Senate Committees

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Number of committee positions for faculty (excluding joint committees &amp; College curriculum committees)*</th>
<th>Number of different faculty members serving on committees</th>
<th>Number of faculty eligible to serve</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>108</td>
<td>71</td>
<td>187</td>
</tr>
<tr>
<td>2009-2010</td>
<td>115</td>
<td>76</td>
<td>190</td>
</tr>
<tr>
<td>2010-2011</td>
<td>122</td>
<td>80</td>
<td>192</td>
</tr>
</tbody>
</table>

* excludes committee positions which are required to be held by the chair of another committee or sub-committee

Student Leadership

The Office of Student Leadership & Activities, housed in the Division of Student Affairs, serves as a clearinghouse for all student organizations including those related to University governance. OSLA has an extensive website with information about all student leadership organizations from the SGA to student-run musical, cultural, and religious organizations. Other student organizations that assist in particular areas of governance include the Residence Hall Association, international students’ associations, and the College of Business Student Advisory Council.

The Student Government Association (SGA) and the Graduate Student Government Association (GSGA) are the two primary governing bodies for students at the University. Student leaders are elected every April. As the official voice of the DSU student body, the SGA and GSGA provide leadership in student affairs and represent the student body in dealings with the faculty, staff, administration, and the Board of Trustees. The SGA also organizes, supervises, coordinates, and funds student activities. Led by an elected executive board the SGA has Men’s and Women’s councils as well as officers for each class and representatives from each college. Student leaders representing student organizations such as the Student Government Association, the National Pan-Hellenic Council, and the Residence Hall Association serve on numerous committees that inform policy at DSU. Most recently, students served on committees that revised the student judicial process, the Facilities Use Policies (Conferences and Events), and Housing and Residential Education Policies and Procedures. The Vice President for Student Affairs meets regularly with the leaders of these organizations on student policy matters.

Many Faculty Senate committees have student representation. Students are also represented on the Commencement and Presidential Search committees and serve as peer advisors, tour guides, and as Green Student Ambassadors. The Office of Student Leadership and Activities manages a comprehensive Strategic Student Leadership Initiative (SSLI) that produces student leaders who will create, promote, and execute projects and activities that engage the university and local community.

Administrative Policies and Procedures

The University has clear sets of policies and procedures applicable to appropriate divisions in support of the institutional goals. Appendix 5.4 offers an overview of these publications. DSU
**Policies and Procedures** are available on the **Office of Human Resources** website. The **Division of Finance and Administration** policies can be linked from its main webpage. The Purchasing Department, a service unit within the Division of Finance and Administration, administers the procurement functions for DSU. The Office of **Purchasing Policy and Procedures**, along with **University travel policies**, are available on the Purchasing Department website. Changes in administrative policies and procedures within the Division of Finance and Administration are often initiated in response to policy changes mandated by the Delaware state legislature or the Governor’s Office. The rules and regulations applicable to students are contained in the Student Handbook, the **DSU Undergraduate Catalog**, and **Graduate Catalog**, all of which are available online.

**Collective Bargaining Agreements**

University faculty and classified employees adhere to collective bargaining agreements. At DSU, classified titles are covered by one of the following unions: Clerical Titles, Registered Nurses, Accounting Titles, Resident Managers, and some Assistant Directors - Local 1007; Custodial, Maintenance and Motor Pool titles – Local 1267; Public Safety Officers, Dispatchers – Local 2888; and Police Officers – Local 867.

The Delaware State University Chapter of the American Association of University Professors (AAUP) **Collective Bargaining Agreement** outlines the working conditions, workloads, the tenure and promotion process, and academic freedom for faculty members. The professional librarians, nurse clinicians, agriculture extension agents, departmental assistants, and child development workers are also members of the AAUP.

**Communications and Its Contribution to Shared Governance**

The Division of Institutional Advancement strategically produces communications utilizing multiple mediums to inform internal and external constituents about DSU’s progress and to establish DSU’s identity in the marketplace. The communications seek to underscore the Mission and Vision of the University by providing examples of how they are actualized. In addition, Institutional Advancement strategically uses events and activities to convey progress, seek input, strengthen relationships, and hone and strengthen the University’s identity. The University makes concerted efforts to involve numerous constituents in decision-making, with multiple opportunities to express opinions and shape University initiatives. A survey of Board of Trustee members reveals that the new institutional reorganization and top leadership are making a greater effort to effectively communicate among constituencies. Examples of the considerable progress in University communications since 2007 are provided in Appendix 5.3.

**General Education Curriculum Change**

A good example of how the University leadership and Faculty Senate structure facilitate change in academic policy can be found in the 2009 adoption of a revised General Education Program. The process began with reviews of the general education curriculum commissioned by the Provost in 2004, and again in 2008, in response to concerns expressed by students and faculty regarding the number of credits required and the types of courses that fulfilled general education requirements. The General Education Committee, the Council of Chairs, and a separate working group proposed potential revisions. A compromise proposal was presented to the Senate in fall
2007 but was rejected. In 2008, the proposal was refined further based on feedback from the senators, chairs, the General Education Committee, and other faculty. A second revised General Education Curriculum draft was then formulated and moved through the Faculty Senate approval process. The resulting new curriculum was then approved by a vote of the General Faculty and Board of Trustees, with signatures of the President and the Provost. The revised program was implemented in fall 2009. An external review of the General Education Program is slated for fall 2012.

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MSCHE Standard 5: Administration:

The institution’s administrative structure and services facilitate learning and research/scholarship, foster quality improvement, and support the institution’s organization and governance.

Delaware State University is in compliance with Standard 5.

The administrative structure of Delaware State University is organized to implement the University’s Mission, Vision, Core Values and Strategic Plan, all of which strive to provide students with “meaningful and relevant education that emphasizes both the liberal and professional aspects of higher education.” Additionally, as an 1890 land-grant institution of higher education, the University has outreach responsibilities that extend to the larger Delaware community, a goal fully supported by the administration.

Changes in University Leadership

Delaware State University has undergone multiple transitions in senior leadership since the 2002 Self-Study including four Provost and two President searches. These leadership transitions and administrative changes are outlined in Table 5.3. The “X” denotes a change in personnel in that position in the given year. The Vice President for Institutional Advancement was also assigned the Chief of Staff role in 2010-2011 and a permanent Dean of the College of Business was appointed in July 2011.
Table 5.3: Summary of Leadership Changes, 2007-2011

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Provost &amp; Vice President for Academic Affairs</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Vice President for Research, formerly Senior Administrator of Research and Federal Regulations</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>General Counsel</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Vice President for Student Affairs</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dean, Graduate Studies &amp; Research</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean, College of Arts, Humanities &amp; Social Sciences</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean, College of Business</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean College of Education, Health &amp; Public Policy</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean, College of Mathematics, Natural Science &amp; Technology</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dean of the Libraries</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletic Director</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evaluation of the Administrative Transition

Delaware State University’s ability to maintain and to enhance the quality of its programs and services during these large-scale and prolonged administrative transitions was due in part to the appointment of several long-tenured individuals to key interim roles at the institution. The commitment of the Interim President, Acting Provost, Associate Provost, the Vice Presidents as well as many department chairs allowed the University to maintain its Mission and Vision for the future. Those efforts, combined with their understanding of the culture of the University and dedication to serving the students, provided a stabilizing influence. Another source of continuity was the Faculty Senate with strong and effective chairs and an active committee structure characterized by strong faculty participation.

President’s Qualifications

In January 2010, following a national search and on the nomination of the Chair of the Search Committee, the Board of Trustees appointed Harry L. Williams as DSU’s tenth president. President Williams’ curriculum vitae demonstrates his qualifications. Dr. Williams holds a BS in Communication Broadcasting, a MA in Educational Media and an EdD in Educational Leadership and Policy Analysis. Dr. Williams served the University of North Carolina General Administration as Interim Associate Vice President for Academic Affairs and Interim Senior Associate Vice President for Academic and Student Affairs where he focused on access and outreach for the seventeen campuses of the UNC system. Dr. Williams also progressed from Associate Director to Associate Vice President posts in the areas of academic affairs, enrollment, and diversity at Appalachian State University during the periods 1988-2000 and 2004-2007. From 2000 to 2004, he was Interim Director of Admissions for North Carolina A&T University.
**Leadership Responsibilities**

The President’s job description aligns with Article VI (Delegated Authority) of the *Board of Trustees Bylaws*, which details the President's functions, duties, and responsibilities. He has the authority to conduct all day-to-day business of the University. The President meets weekly with the Administrative Council that represents the senior administration of the University.

In one of his last actions as Provost before becoming the President, Dr. Williams established a 13-member Provost Search Committee to seek his permanent successor as Provost and Vice President of Academic Affairs. After four finalists participated in extensive on-campus interviews in May and June of 2010, the search committee recommended Dr. Alton Thompson, who accepted the offer and joined the University in July 2010. Dr. Thompson came to DSU after serving the previous two years as the Interim Provost and Vice Chancellor for Academic Affairs at North Carolina A&T University.

The Office of the Provost and Vice President for Academic Affairs houses the senior academic administrators at the University. The composition of that office and a brief biographical sketch of these administrators can be obtained by accessing the Provost’s website. The academic administrative structure of the University’s five Colleges and one graduate school can be viewed at [http://www.desu.edu/provostacademic-affairs](http://www.desu.edu/provostacademic-affairs). The core administrative offices at the University are available at [http://desu.edu/President/administrativeunits.html](http://desu.edu/President/administrativeunits.html).

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**MSCHE Standard 6: Integrity**

In the conduct of its programs and activities involving the public and the constituencies it serves, the institution demonstrates adherence to ethical standards and its own stated policies, providing support for academic and intellectual freedom.

Delaware State University is in compliance with Standard 6.

The University adheres to high ethical standards to ensure the integrity of the institution. Integrity is one of the recently adopted Core Values of the University and is reflected in policies for academic and non-academic programs across all University constituencies. Institutional integrity is sustained in the academic and intellectual freedom of the University, which is further reflected in its policies and contractual agreements. Assessing the integrity of the University and its ability to establish and maintain the highest standards occurs at multiple levels.

**Grievances**

Delaware State University has comprehensive processes for students, faculty, and staff to file grievances. Students are encouraged to quickly resolve grievances regarding instruction with their instructors, but a procedure exists for them to appeal to department chairs and deans to satisfy their complaints. Faculty and staff grievance procedures are outlined in their collective bargaining agreements and are posted on the Academic Affairs and Human Resources websites respectively.
Conflict of Interest and Ethical Standards Policies

While the Board of Trustees bylaws include a clear Conflict of Interest policy, the rest of the University community is bound to policies outlined in the collective bargaining agreements and in the University Policies and Procedures. Specifically, a 2004 policy titled “Ethical Standards of Professional Behavior” details the expectations for faculty, staff, and students regarding an array of potential unethical practices and conflicts.

In addition, Section 10.4.3 of the CBA states clearly that a faculty member may be discharged for disregarding or failing to meet “scholarly and professional standards and ethics,” or for “fraud or misrepresentation of professional preparation, accomplishments or experience in connection with initial appointment or in the submission of materials for evaluation of promotion, tenure, or merit increases or in connection with other University duties and responsibilities.”

Faculty and Intellectual Freedom

Recognizing that the quality and effectiveness of education at Delaware State University is achieved by promoting the highest standard of academic excellence in all phases of instruction, research, and public service, the administration and faculty have agreed that faculty must remain free to practice their profession “without interference or harassment because of their opinion or beliefs.” To that end, academic freedom is ensured through the collective bargaining agreement between the A.A.U.P. and administration (see CBA Article 2.6). Additionally, the University and the A.A.U.P. are negotiating an Intellectual Property Rights Agreement ensuring fair and equitable compensation for patented and copyrighted property of the faculty members and staff at the University and the protection thereof.

Tenure is protected at DSU as outlined in the CBA, Article VIII, “Promotion and Tenure.” This policy guarantees multiple levels of input and separation of powers in the process of granting tenure. Promotion and tenure at DSU require a vote of the department personnel committee but, most importantly, the policy guarantees that an impartial university-wide committee closely reviews the candidate’s case closely to look for improprieties or irregularities. The tenure of a faculty member has protection against unjust and arbitrary application of disciplinary penalties. The faculty member has full rights to appeal actions of administrators and to address concerns with the Ad Hoc Appeals Committee.

The University promotion and tenure process has recently been reviewed in response to concerns raised by both faculty and administrators through formal grievance procedures and informal surveys. The Ad Hoc Promotion and Tenure Policy and Procedure Committee has submitted the following recommendations:

- The procedural sequence of reviewing the promotion and tenure portfolio should be changed to the following order – the relevant department personnel committee, the relevant department chair, the relevant college dean, the University-wide P&T Committee, the Provost, the President, and the Board of Trustees.
- Greater guidance in judgmental criteria should be provided to faculty in their relevant college.
- Every department must create an individual development plan for all untenured, tenure-track faculty.
- The year in which an associate professor may apply for tenure should be explicitly clarified.
• The AAUP and the Provost’s office should develop a handbook of directives on dossier preparation for the purpose of promotion and tenure.
• At least two workshops should be held each year for the purpose of informing untenured faculty as to the policies and procedures of the promotion and tenure process.
• Corrections should be made to the conflicts and ambiguities in the promotion and tenure process as defined in the Collective Bargaining Agreement.

The AAUP and each college’s faculty will vet these recommendations prior to being submitted to the Faculty Senate, the general faculty, the Provost, and the President for approval. The process will be completed during the spring semester 2012.

Research

The University created the new administrative position of Vice President for Research and Sponsored Programs in recognition of the importance of research at the University and to ensure that the highest ethical standards are maintained in carrying out that research. In 2011, the University joined the Collaborative Institutional Training Initiative (CITI), a subscription service providing research ethics education to all members of the research community.

The Division of Research/Office of Sponsored Programs manages the human subjects research program and animal care and use program. All research involving human subjects must be reviewed by the Institutional Review Board - Human Subjects Protection Committee (IRB) to ensure that the research protocol is in compliance with federal and state regulations and in accordance with DSU's institutional assurance compliance filed with the Office for Protection from Research Risks (OPRR). All survey forms that entail research activities that may involve little or no risk to subjects must be submitted to the Office of Sponsored Programs.

The Institutional Biosafety Committee is charged to review and approve all research involving bio-hazardous agents in accordance with DSU's policy and requirements set forth in the National Institutes of Health "Guidelines for Research Involving Recombinant DNA Molecules," Occupational Safety & Health Association (OSHA), "Occupational Exposures to Hazardous Chemicals in Laboratories" and the Center for Disease Control (CDC). The committee upholds the University's responsibility for ensuring that research and teaching activities are carried out in a manner that protects students, University employees, and the community.

As mentioned, the University and the A.A.U.P. are in the process of negotiating an intellectual property rights agreement to ensure fair and equitable compensation for patented and copyrighted property of the faculty and staff at the University and the protection thereof.

Student Integrity

Delaware State University publishes a clear and appropriate statement on student rights and responsibilities and disseminates the statement to the campus community. The Undergraduate Catalog, Graduate Catalog, and Student Handbook outline student rights, responsibilities, and policies regarding conduct, the privacy of student records, academic policies, and appeals. Policy matters specifically related to the Family Educational Rights and Privacy Act (FERPA) may also be found on the DSU website.
The University Student Handbook includes chapters on Policy Guidelines, the Student Code of Conduct, and the Student Judicial System. Consistent with the principles of good practice in student affairs, student services, and student development created by the Council for the Advancement of Standards in Higher Education (CAS), DSU’s student conduct programs foster ethical development and the personal integrity of students. The Student Judicial System promotes civility, fairness, respect, and conflict resolution by enforcing community standards. Students are held accountable for their behavior in a fair yet developmental manner. The judicial process protects the rights of both individual students and the University community by ensuring that claims of student misconduct are handled equitably and uniformly. The University Student Handbook also describes the policy regarding academic dishonesty such as cheating and plagiarism.

Communications

Communications in recruitment, enrollment materials, and University promotion, described in Appendix 5.3 and in Chapter 7, are accurately portrayed. Institutional Advancement reviews major University communiqués for integrity and consistency in reporting, as well as adherence to branding the University’s identity. The University participates in the Voluntary System of Accountability and also maintains a website section under Institutional Research and Analysis (IR) to ensure the accuracy of data presented. IR generates data for all major reports and presentations for internal and external audiences. The eNews internal communication quickly disperses and clarifies critical information in real time if warranted, in addition to its twice-weekly dissemination. Public Safety’s reporting of crime statistics and alert systems, using text messaging, the web, and a variety of mediums, are fully operational and transparent.

Athletics and Student Behavior

Delaware State University, by virtue of its membership in the National Collegiate Athletic Association (NCAA) and the Mid-Eastern Athletic Conference (MEAC), is responsible for ensuring complete compliance of all constituencies (i.e. University staff, student-athletes, alumni, fans, boosters, and friends) with all NCAA and MEAC rules and regulations. Under NCAA rules, parents, alumni, fans and friends may be categorized as “representatives of athletic interests.” Delaware State University strives for academic and athletic excellence and is committed to ethical conduct by all members of its staff and supporters.

Action Items for Standards 4, 5 and 6

- Continue to improve communication to empower individuals to voice their concerns, ideas, and recommendations, and to participate meaningfully in decisions that affect the operation and future of the University, including providing organizational staffing, responsibilities, and profiles for easy viewing on the web;
- Continue to strengthen access to key assessment data and metrics across the University and to the public.
- Continue to improve assessment of administrative units, enhance the delivery of services, and maintain institutional integrity.