Delaware State University
“Reimagined and Transformed”
2022 Self-Study

Presented by
Dr. Lynda H. Murray-Jackson
and
Dr. Alexa Silvers
MSCHE 2022 Self-Study Leadership Team

Dr. Lynda H. Murray-Jackson
• Assoc. VP Institutional Effectiveness & MSCHE ALO

Dr. Alexa B. Silver
• Chair Faculty Senate & Faculty Fellow

Mr. Antonio M. Boyle
• VP Strategic Enrollment Management & Student Affairs

Dr. Saundra F. DeLauder
• Provost & Chief Academic Officer
Self-Study Visit Information

• **This is a peer-review practice;**
  • *The goal of the visiting team members is to verify and clarify what was written in the self-study.*
• **These sessions are to acknowledge our strengths and weaknesses in a professional and constructive manner!**
• Be familiar with the entire self-study document – reread it!
  • Read the Executive Summary and Conclusion too!
• If you represent a standard, be sure you know it (have it handy for your virtual session).
  • The Self Study process involved multiple working groups gathering data on their standard
  • Team members usually want to discuss the standard and its evidence in detail.
  • Prepare yourself - be able to hold an informed discussion of your standard’s chapter.
  • Have any resource documents mentioned in the self-study handy or be well-versed
  • Be able to explain “where evidence is used and how it is used.”
MARK YOUR CALENDARS

March 21 to 23, 2022 – Virtual Site Visit by MSCHE Evaluation Team
DSU Self-Study Evaluation Team Lead
Dr. Brenda Allen
14th President, Lincoln University, Pennsylvania
COVID-19 — Addressed throughout Self-Study

- COVID-19 Webpage and numerous forums
- Closed the campus during Spring Break 2020
- Moved 1,400 face-to-face courses to virtual in March 2020
- “Together” Reopening Plan
- Numerous surveys to students and faculty regarding impact of COVID-19
- Strict testing/vaccination protocols in place for on-campus
- Paperless processes
- Cleaning protocols and PPE (Personal Protection Equipment)
- Cares Act Relief Fund and COVID-19 Student Emergency Relief Fund
- Coordinated effort of BOT, Administrative Council, Administration, Faculty and Staff
Wesley Acquisition – Addressed throughout Self-Study

• Close Location of Two Institutions
• Similarity of Programs and Student Population
• Gives DSU a Presence in Downtown Dover
• Communications Plan
• Teach-out Plan
• Wesley Legacy Policy
• DSU Downtown – Wesley College of Health and Behavioral Sciences
• Merging DSU and Wesley Cultures
• Financing acquisition
• Infrastructure/Deferred Maintenance/ADA
• IT concerns
MSCHE DSU Downtown Requirements

• Focused visit for the acquisition is rolled into the Self-Study report and visit
  • Report has an additional 15 pages to include the acquisition

• Wesley College of Health and Behavioral Sciences

• Demonstrate how we have or plan to have main campus student services and resources also available at DSU downtown for our students
  • Advising, Student Enrollment, Library, Food, Laundry, Computer Labs, Events and Activities, etc.

• Demonstrate how we have extended IT to DSU Downtown
  • WiFi, Bandwidth, Classroom technology

• Demonstrate our plans to use the DSU Downtown buildings for the University programs to support student success.
Introductory Chapters

- Executive Summary
- Institutional Profile
  - History of the Institution
  - Student Profile and Academic Programming
  - Mission, Vision and Core Values
  - Recent Opportunities and Challenges
- Self-Study Design and Execution
  - Organization of self study
  - Self-Study Process
- Some topics included in multiple sections, but from a different perspective
STANDARD I: Mission and Goals

• Mission
Delaware State University is a public, comprehensive, 1890 land-grant institution that offers access and opportunity to diverse populations from Delaware, the nation and the world. Building on its heritage as a historically black college, the University purposefully integrates the highest standards of excellence in teaching, research and service in its baccalaureate, master’s and doctoral programs. Its commitment to advance science, technology, liberal arts and the professions produces capable and productive leaders who contribute to the sustainability and economic development of the global community.
Vision Statement
As one of America’s most highly respected Historically Black Colleges and Universities, Delaware State University will be renowned for a standard of academic excellence that prepares our graduates to become the first choice of employers in a global market and invigorates the economy and the culture of Delaware and the Mid-Atlantic Region.

Core Values
Community, Integrity, Diversity, Scholarship and Outreach
Standard I: Mission and Goals

I. Exceptional Learning Environment
II. Recruit, Retain, Graduate and Place Students
III. Scholarly and Creative Research
IV. Strengthen and Expand Outreach
V. Environmental Stewardship
VI. Enhance University Resources
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Climate and Culture</td>
<td>1</td>
<td>Undergraduate Student Participation Rate in Research, Experiential Learning, etc.</td>
<td>27%</td>
<td>34%</td>
<td>31% COVID</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Percent of Students Obtaining Gainful Employment in 12 months</td>
<td>0%</td>
<td>57%</td>
<td>61%</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Four-Year Graduation Rate</td>
<td>22%</td>
<td>33%</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>First-Year Retention Rate</td>
<td>65%</td>
<td>70%</td>
<td>74%</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>New Freshman Average SAT/GPA</td>
<td>898 SAT 2.99 GPA</td>
<td>929 SAT 3.16 GPA</td>
<td>921 SAT 3.15 GPA</td>
<td>950 SAT 3.10 GPA</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Contracts and Grants Awarded ($ in millions)</td>
<td>$19.5</td>
<td>$21.9</td>
<td>$8.5* COVID t</td>
<td>$30.0</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Number of Students in the “STEM” Early College High School</td>
<td>0</td>
<td>393</td>
<td>421</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Number of Online Courses and Programs</td>
<td>27 courses 1 program</td>
<td>132 courses 9 programs</td>
<td>240 courses 9 programs</td>
<td>62 courses 15 programs</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Number of Certificate Programs</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Undergrad Participation Rate in Sustainability Courses and Activities</td>
<td>23%</td>
<td>28%</td>
<td>26% COVID</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Guaranteed Energy Savings ($$ in millions)</td>
<td>This KPI was not tracked.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Total Students (Headcount)</td>
<td>4,425</td>
<td>4,872</td>
<td>5,054</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Total University Funding ($$ in millions)</td>
<td>$125</td>
<td>$151</td>
<td>$162</td>
<td>$136</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Alumni Giving Rate</td>
<td>6%</td>
<td>12%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Instruction Expense per FTE Student</td>
<td>$10,966</td>
<td>$11,876</td>
<td>$10,052</td>
<td>$10,600</td>
</tr>
</tbody>
</table>
STANDARD I FAST FACTS & NOTES

• Fast facts:
  • Fall 2021: Enrollment – 5,649, Retention – 75.1%, Graduation – 47%
  • College restructuring: CAST, CHESS, COB, WCHBS, & SGAES
• Missions of all departments and units follow the University Mission
• REACH 2026 extends and expands PRIDE 2020
• Institutional Priorities/REACH 2026
• Gates Foundation
• Professional Development/Pedagogy: COVID transition
• Research: OSCAR, Research Day
• Outreach: ECHS, Inspire, Dreamers, Trauma, Philanthropy
• Wesley acquisition supports DSU’s Mission
• Transformation Teams
STANDARD II: ETHICS AND INTEGRITY

• Analysis of University policies and procedures to support
  • academic freedom,
  • ethical businesses practices,
  • equity for faculty, staff and students, and
  • honesty in communications/HOEA page
  • shows appropriate policies and procedures exist although review and refinement for the sake of consistency would strengthen current policies and procedures
  • regular renegotiation of five CBA’s requires review of current policies and procedures

• Diversity and Inclusion Task Force to Diversity, Equity and Inclusion Council
  • HR taking lead in supporting activities for all University constituents, more merely than an academic issue

• Continuous Improvement: Operational Effectiveness Pillar of REACH 2026
STANDARD III. STUDENT LEARNING EXPERIENCE

- DIVERSE LEARNING EXPERIENCES
- STUDENT LEARNING OUTCOMES (SLOS)
- PROGRAM MAPPING AND COHERENCE
- PEDAGOGY: CTL, ACUE, QM, HHMI & ODELT
- DIGITAL IPAD INITIATIVE
- CAREER DEVELOPMENT
- GENERAL EDUCATION PROGRAM 5CS
- STUDENT RESEARCH & EXPERIENTIAL LEARNING (URELAH)
Standard III FAST FACTS

- 4 Associate’s
- 47 Bachelor’s
- 21 Master’s
- 6 Doctorate’s
- 17 Departments
- Honors program
- 7 online undergraduate, 5 online graduate, 1 online certificate
- 15 new programs from Wesley
- 16:1 student faculty ratio
- 221 full-time faculty members
- 5649 students
STANDARD III NOTES

- Program prioritization initiative refined offerings
- Wesley acquisition added 15 mission-driven programs
- Top undergraduate and graduate programs
- General education revision: 5cs
- Increased reliance on adjuncts
- COVID-19 migration to virtual teaching and learning
- More high-impact practices than other HBCU per NSSE
- Transformation workstream goals
- REACH 2026 building the whole student
STANDARD IV: SUPPORT OF THE STUDENT EXPERIENCE

- UNDERGRADUATE
- TRANSFER
- GRADUATE
- INTERNATIONAL
- DSU ONLINE
- EARLY COLLEGE HIGH SCHOOL
- DREAMERS
- HONORS
- WESLEY LEGACY
- NO CONDITIONAL ACCEPTANCE

AFFORDABILITY

- FINANCIAL AID
- INSPIRE SCHOLARSHIP
- PELL
- FOUNDATION SUPPORT
- OSHER/CRANKSTART
- LOWEST IN-STATE TUITION
- DIGITAL INITIATIVE
- HEOA

GUIDANCE

- ADVISING PROCESS (IDP)
- 1ST-YEAR EXPERIENCE
- ACADEMIC SUPPORT SERVICES
- WESLEY TEACH-OUT PLAN
- HONORS PROGRAM
- URELAH

CAREER DEVELOPMENT

- CAREER SERVICES
- RESEARCH OPPORTUNITIES
- INTERNSHIPS
- EXPERIENTIAL LEARNING
- FIRST DESTINATION SURVEY
STANDARD IV NOTES

• Records’ retention – especially for Wesley students
• 15 to completion strategy
• Redesign of mathematics and composition to support progression and remove remediation
• Retention
• Wesley teach out
• COVID-19 surveys and fall 2021 climate survey
• Transformation initiatives (pg. 74-75)
STANDARD V: STUDENT LEARNING ASSESSMENT
STANDARD V NOTES

• 8 program accreditations
• Redefine assessment culture: Anthology, assessment plans, annual reports, and assessment summits
• General Education and ADCS
• Professional development in pedagogy, assessment, and technology
• Data-driven decision making/IRPA and Decision Support Analytics
• COVID-19 virtual transition
• Data driven curricular changes
FACULTY AND STAFF PROFESSIONAL DEVELOPMENT

1. Encourage contact between students and faculty
2. Develop reciprocity and cooperation among students
3. Encourage active learning
4. Give prompt feedback
5. Emphasize time on task
6. Communicate high expectations
7. Respect diverse talents and ways of learning

Online Readiness Blackboard Faculty and Staff Support Page
Standard IV:
Planning, Resources, and Institutional Improvements

- Institutional Effectiveness
- Finances
- Audits
- Budgets
- Facilities
- Advancement
- HR
- Union
- Information Technology
STANDARD VI NOTES

• Restructuring – Academic programs, Administrative Council, Board Committee alignment
• Development of Office of Institutional Effectiveness
• Digital Initiative and COVID Response
• HR – Hiring Freeze, Unions and Wesley
• Physical Infrastructure
  • Deferred maintenance, ADA compliance, Wesley facilities, major repairs, PPP, PPE, COVID, classrooms, housing and administrative areas, new master plan
STANDARD VI NOTES

• Technical infrastructure – Digital Initiative, master plan, Wesley acquisition, standard classroom set up, faculty technology, COVID

• Finance/Budget/Audit/Advancement: (Green for money)
  • Budgeting process – Tuition, Appropriations, Special Funding, Union Contracts, Supplemental Info Report
  • COVID relief fund, CARES Act, Mackenzie Scott, inspire, aviation, endowment, alumni and annual giving
  • Wesley acquisition and projections
  • Additional state funding
  • External Auditors/Internal Audit
Comparison of DSU Average Full Time Faculty Salaries to All HBCUs per IPEDS 2012 - 2019
**STATE APPROPRIATIONS**

<table>
<thead>
<tr>
<th>Fiscal Year Ending</th>
<th>Operating Capital</th>
<th>Capital Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$33,943</td>
<td>$5,000</td>
</tr>
<tr>
<td>2014</td>
<td>$34,613</td>
<td>$4,000</td>
</tr>
<tr>
<td>2015</td>
<td>$35,208</td>
<td>$4,300</td>
</tr>
<tr>
<td>2016</td>
<td>$35,967</td>
<td>$6,000</td>
</tr>
<tr>
<td>2017</td>
<td>$36,124</td>
<td>$5,500</td>
</tr>
<tr>
<td>2018</td>
<td>$35,999</td>
<td>$5,500</td>
</tr>
<tr>
<td>2019</td>
<td>$36,124</td>
<td>$13,400</td>
</tr>
<tr>
<td>2020</td>
<td>$33,943</td>
<td>$13,000</td>
</tr>
</tbody>
</table>
DSU ALUMNI GIVING RATE, 2011-2022
ANNUAL GIVING, 2012–2022

Donations
- FY12: $2,815.00
- FY13: $2,338.00
- FY14: $3,542.00
- FY15: $4,027.00
- FY16: $4,563.00
- FY17: $3,169.00
- FY18: $5,925.00
- FY19: $8,516.00
- FY20: $37,182.00
- FY21: $11,055.00
- FY22: $9,897.00

Donors
- FY12: 1,516
- FY13: 1,843
- FY14: 2,162
- FY15: 2,319
- FY16: 2,288
- FY17: 2,893
- FY18: 2,327
- FY19: 2,359
- FY20: 2,869
- FY21: 2,563
- FY22: 1,572
Delaware State University
Endowed Market Growth 2013 - 2022

DSU ENDOWMENT GROWTH, 2013-2022
STANDARD VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

- PRIDE 2020
- BOT changes/Committees and assessment
- Presidential changes and responsibilities
- Role of the Provost
- Administrative Council changes
  - Consolidation of Enrollment Management and Student Affairs
  - OSS
  - DSU Downtown
- Faculty Shared Governance
- Student Government SGA/GSA
- COVID and Wesley
Student Success:
Rising retention and graduation rates
Office of Student Success
Individualized Development Plan
Social Mobility

Quality of Education:
General Education Redesign
Digital Initiative
Office of Undergraduate Research, Experiential Learning and Honors (URELAH)
CTL - Professional Development Assessment
ACUE, QM, HHMI and ODELT

Growth:
Enrollment: 23% since 2016
College restructuring
Wesley acquisition
Fundraising and Gifts
Expansion of graduate programs and DSU Online
Wilmington locations
Outreach: Institutes

Leadership:
Adherence to PRIDE2020 through 3 Presidents
Administrative Council structure and functions
BOT Changes and Committees
REACH2026 and “Fresh” Transformation

PRIDE 2020
Student Success and Academic Excellence
Operational Effectiveness
Infrastructure Enhancement
Financial Health

REACH 2026 PILLARS
If you want to read the complete Self-Study Report, please email me at lmurrayjackson@desu.edu
Any Questions, Curiosities or Concerns?

It All MATTERS.