



DELAWARE STATE UNIVERSITY

**Minutes of the “Virtual” Meeting of the Board of Trustees of
Delaware State University, Thursday, January 28, 2021**

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DOVER, DELAWARE**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held a virtual meeting on Thursday, January 28, 2021, via WebEx. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 1:30 p.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

<u>ATTENDEES</u>	
BOARD MEMBERS	DELAWARE STATE UNIVERSITY
Dr. Devona Williams, Chair	Tony Allen, Ph.D., President
Mr. John Ridgeway, Vice Chair	Dr. Saundra Delauder, Provost
Mr. John J. Allen, Vice Chair	Mr. Cleon Cauley, COO
Mr. Norman Griffiths, Esq.	Dr. Irene Hawkins, CAO and VP of Human Resources
Mr. Leroy Tice, Esq.	Dr. Stacy Downing, VP of Student Affairs
Ms. Jocelyn Stewart	Dr. Vita Pickrum, VP of Institutional Advancement
Mrs. Bernadette Dorsey Whatley	Mr. Antonio Boyle, VP of Strategic Management
Gov. Michael Castle	Ms. LaKresha Moultrie, General Counsel
Mr. Harold Stafford	Ms. Jackie Griffith, Special Asst. to the President, Dir. of Government & Community Relations
Ms. Lois Hobbs	Dr. Scott Gines, Athletic Director
Dr. Wilma Mishoe	Mr. Herman Wood, Associate VP Facilities Management, Planning & Construction
Dr. Debbie Harrington	
Ms. Margie Lopez Waite	
	<u>Other Attendees:</u> Mr. Curtis Winslow Dr. Alexa Silver Mr. Carlos Holmes Dr. Clytrice Watson Dr. Dawn Mosley Dr. Jasmine Buxton Ms. Kenisha Ringgold Dr. Kimberly Sudler Mr. Larry Cackler Dr. Lynda Murray Jackson Dr. Marsha Horton

	Dr. Melissa Harrington Mr. Michael Johns Ms. Marquita Thomson Brown Dr. Patrice Gilliam Johnson Mr. Robert Schrof Dr. Steve Newton Mr. Terry Bankston
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CONSENT AGENDA

Dr. Devona Williams

- Approval of Minutes from September 17, 2020 Board of Trustees Meeting
- Approval of Minutes from October 30, 2020 Board of Trustees Meeting
- Approval of Minutes from November 13, 2020 Board of Trustees Meeting
- Approval of Minutes from December 3-4, 2020 Board of Trustees Retreat
[Motion to approve the Consent Agenda by Mr. Ridgeway; 2nd by Mr. Griffiths; motion carried]

PRESIDENT’S REPORT

Dr. Tony Allen

Dr. Allen reported on the following:

- *Pre-Presidential Inauguration.* A video was shared from the U.S. Presidential pre-inaugural activities which provided great exposure for HBCU’s. A meeting will be held on January 29, 2021 with all HBCU presidents and Cedric Richmond, senior advisor to the President Biden. Chloe Humphrey, a DSU student, sung the national anthem at President Biden’s farewell event. There was a “We Are One Celebration”, 2nd highest viewed, which highlighted HBCUs and the Divine 9.
- *DSU Diagnostic Lab.* The ribbon cutting will occur on January 29 with NCC Executive Matt Meyer and the Congressional Delegation. The first test was administered before the 2020 Christmas holiday. The Lab is being led by Dr. Derrick Scott.
- *Alumni Highlights.* Milton Downing (’11) is the Delaware Art Educator of the Year. In addition to several members of Delaware’s General assembly that are DSU alums, newcomers are Sen. Marie Pickney, Rep. Ray Moore. Mr. Cerrone Cade is the new director of the Office of Management and Budget, and he also serves on the Foundation Board.
- *President’s Goals & Expected Outcomes thru June 30, 2021.* 1) Financial picture with clear controls, growing reserves, broader liquidity and a diverse funding mix; 2) Strategic plan that plots a clear benchmarked course toward realizing the University’s vision 3) A set of quality metrics that result in measurable improvements and satisfaction; and 4) A broad University profile.
- *Financial & Academic Highlights:* FY20 Net Income: \$12M; End of FY20 Cash: \$34M; The State will provide \$8.6M in reimbursement related to COVID-19. The University’s reserve (restricted) account balance is \$3M. DSU transferred \$8.5M to the Foundation. The graduate portfolio is up 30%. Special thanks to Dr. Patrice Gilliam-Johnson, Ms. Terry Jeffries, Mr. Antonio Boyle and their teams. First year retention marked the highest ever – thanks to faculty, Drs. DeLauder and Watson. The Wesley acquisition continues to go well to date. Brand positioning is up 120%. Two years ago there were only 10M media impressions, and today it’s at 130M media impressions.
- *Headwinds.* Audit has had some challenges: audit delays, repeat findings largely due to talent management and attrition in the finance department. DSU continues to work collaboratively

with the Secretary of Finance regarding State cash reconciliation.

- *Strategic Planning.* Core priorities are talent planning, academic excellence, financial planning, operational excellence, and infrastructure. The PRIDE2020 Strategic Plan focused on academics. The Vision and Mission continue to be in draft form. Special thanks to Trustee Lopez-Waite (board liaison), Drs. Ramona Hill and Stacy Downing for their continued work to date.
- *Customer Service & Satisfaction.* Dr. Hawkins and the Diversity & Inclusion Team did a climate survey. The results revealed that when students, faculty or staff have issues or concerns they are almost always resolved to their satisfaction. No group reported under 50%; however, there were significant deltas for those who were not satisfied. The response team is led by Drs. Gilliam-Johnson, Hawkins and Pickrum, Mr. Boyle, Ms. Pia Stokes and Trustee Whatley (board liaison).
- *1st National Miss Juneteenth (Video).* Ms. Saniya Gay, senior at Middletown High School, announced that she will attend DSU.
- *Alpha Kappa Alpha.* The international chapter gave a select group of HBCU's \$50,000 each for their endowments. Dr. Glenda Glover, AKA chapter president, is also the president of Tennessee State University.
- *Employee Recognition.* Dr. Gines was featured in the News Journal and Delawareonline.com as one of the most influential Delawareans in sports for academic improvement. Dr. Pickrum won the CASE 2021 award. She is the first Foundation executive from an HBCU to win the award, and she will be chairing the 2021 CASE Conference.
- *Impact Report.* The draft report was shared with trustees on January 27, 2021.

CHAIR'S REPORT

Dr. Devona Williams

- *Board Committee Structure.* To support the future growth of the University, Dr. Williams has requested that all committee chairs update their goals, charters, and key performance indicators. Each committee will have a dashboard in alignment with the University's Strategic Plan. Trustee Stafford has accepted the role as chair of the Innovation & Sustainability committee, and Dr. Williams will be vice chair.
- *AGB Update.* The 2021 National Conference on Trusteeship will be held April 12-14. Dr. Williams will be presenting in a plenary session. Any trustee who would like to attend should reach out to Ms. Stoner. Ms. Stoner, co-chair of the Professional Development Committee, will also be presenting during the Board Professionals Conference. Drs. Pickrum and Williams presented during AGB's Foundation Conference.

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Mr. Leroy Tice**

Mr. Tice reported the following:

- *ERM Update.* ERM finalized all insurance policy renewals. Risk management training will be completed. Afterward, the University expects to receive a 6% risk management premium credit toward the next renewal. Inspections regarding hazardous waste have been completed at the Dover campus.

- *COVID-19 Update.* Weekly updates have been provided to the board. The University continues with ongoing concentrated efforts to make sure the campus is safe (i.e. testing protocols, contact tracing, quarantine/isolation, safety measures). The University positivity rate is < 1%. Dr. Allen reported that the University is currently in discussions with some sister institutions who would like to use DSU's Lab for testing.

Annual External Audit for Year Ended June 30, 2020, presented by Mr. Michal Johns of CliftonLarsonAllen:

- *Results.* The audit submission was delayed; however, CLA was able to issue a clean audit opinion (an unmodified audit opinion). Although financial statements were included for the Foundation, those statements were not audited by CLA but by another external auditors. Regarding internal controls, there were two material weaknesses (no controls in place or controls are not operating effectively) and two significant deficiencies (less severe but merits the attention of governance). Material weaknesses included 1) delays in the audit process due to change in personnel and not having a more robust process in place that outlines due dates and 2) there was an unreconciled difference of \$752,000 between the State cash accounts and the University. Also, the bank fund in Banner used to allocate funds between programs at year end did not net to zero. There was a \$1.4M difference that was not reconciled at the time of the audit. Significant deficiencies included 1) public bonds were not posted by the November deadline due to audit delays and 2) credit card usage violations (i.e. transactions missing receipts). There were no instances of credit card fraud. CLA provided a brief overview of best practices which included continued monitoring of accounts receivables which continue to increase, unpaid invoices should be recorded as a liability, information technology should provide a review of financial systems. Regarding financial statements, there was an increase of over \$12M in net position due to CARES Act revenue. There were decreases in operating revenue and expenses related to budgetary controls. The University did not adopt any new accounting policies over the past year. *(See Portal for PowerPoint Presentation)*

[Motion to approve AC Report by Mr. Griffiths; 2nd by Ms. Hobbs; Motion carried]

- **Governance Committee (GC) – Mr. Griffiths**

Mr. Griffiths reported that the GC recommended to establish two new standing committees – Student Affairs and Athletics. The two committees will no longer be ad hoc committees under Student Success. A survey was previously issued to the BoT to provide their thoughts on these committee changes. This change is partly due to the growth of the University with the impending Wesley acquisition. Ms. Moultrie presented a resolution to amend the bylaws that authorized the establishment of the two committees. Dr. Williams stated that Ms. Hobbs and Mr. Allen will continue to chair Student Affairs and Athletics, respectively.

[Motion to approve the Resolution to Amend the Bylaws to establish two new standing committees – Student Affairs and Athletics by Dr. Mishoe; 2nd by Mr. Allen; Motion carried]

[Motion to approve GC Report by Dr. Harrington; 2nd by Mr. Stafford; Motion carried]

- **Student Success Committee (SS) – Dr. Debbie Harrington**

- Action Item #1: Wesley Acquisition / MSCHE Application Resolution

[Motion to Approve the Resolution for the Middle States Complex Substantive Change Application for Acquisition of Wesley as presented, by Dr. Harrington; 2nd by Dr. Mishoe; Motion carried]

Dr. Harrington reported the following:

- *2020 Surveys.* To ensure a great student experience, nine surveys were conducted amongst students and faculty. Prior focus on the digital initiative helped the transition to a dominant digital learning platform. Overall, students and faculty felt that the University responded appropriately to the COVID-19 pandemic.
- *Spring Calendar.* The calendar began January 19 and will conclude May 7 without a Spring break. In-person learning opportunities will be expanded for the Spring with social distancing measures.
- *Enrollment.* Enrollment is currently 4146 and is still climbing. Last year this time, enrollment was at 4541.
- *Middle States Key Dates.* Self-Study key dates are tracking very well. Work groups should be in contact with board members assigned to their group.
- *Wesley Acquisition.* Key dates are listed through August 2021 for Fall semester which begins the expanded University.
- *Athletics Sub-committee.* No meeting was held in January 2021.
- *Student Affairs Sub-committee.*
 - *Career Services.* During the January committee meeting, Mr. Terry Bankston was introduced as the new director of Career Services. Mr. Bankston shared his priorities for the next 30-60-90 days.
 - *COVID-19.* DSU has done amazing job keeping students safe.
 - *Counseling Services (CS).* CS provided services to 679 students over the Fall semester with 292 group contacts, 302 intense contacts and 2 crisis interventions.
 - *Student Engagement.* Students engaged in 255 programs outside of academics.
 - *Early College High School.* ECHS remains consistent in enrollment. The graduation rate is about 90%. Ms. Hobbs added that ECHS received a \$750,000 grant for expansion to 7th & 8th grade for the middle school.

[Motion to approve SS Report by Ms. Hobbs; 2nd by Dr. Mishoe; Motion carried]

- **Operations Committee (OC) – Mr. Ridgeway**

Mr. Ridgeway reported the following:

- *OC Charter.* Dr. Mishoe and Mr. Ned Brown are drafting revisions to the charter. The final recommendation will be presented at the March board meeting.
- Action Item #1: Amakor, Inc. (\$279,000)

This is for renovations to the 2nd floor of the Jason Library. Four new offices and a conference room will be installed.

[Motion to approve as presented, by Dr. Mishoe; 2nd by Mr. Allen; Motion carried]

- Action Item #2: GA Blanco Corbett Inc. (Education and Humanities, Theater Seating Replacement (\$549,000))
[Motion to approve as presented, by Dr. Mishoe; 2nd by Dr. Harrington; Motion carried]
- Action Item #3: Allen Myers MD, Inc. (Lot 16 Pavement Remediation) (\$286,538)
[Motion to approve as presented, by Dr. Mishoe; 2nd by Mrs. Whatley; Motion carried]
- Action Item #4: LLC for Global Institute (Diagnostic Lab)
In 2021, the Diagnostic Lab successfully administered saliva testing to DSU's athletics. The goal is to expand services to include the community. Ms. Moultrie stated that the Lab will be a part of the Global Institute for Equity Inclusion and Civil Rights (GIEICR). She requested that the BoT approve the University in creating a separate legal entity for the GIEICR in which the Lab will be housed.

[Motion to approve the recommendation as presented, by Dr. Harrington; 2nd by Mrs. Whatley; Motion carried]

Mr. Cauley reported the following:

- *Finance Update.* Currently revenue is up primarily due to the unrestricted gift. Auxiliary revenue was impacted by COVID-19. On the expense side, merit aid continues to be above projections. Supplies, auxiliary services, and travel are down. Expenses are in line with the FY21 budget. Cash balance is over \$34M (includes \$20M unrestricted gift). In the first half FY21 (July 1-Dec 30), was \$19M projected amounts for CARES Act and State reimbursement. Dr. Allen added that State reimbursement will be \$8.2M with an additional 3.8M from the county. Dr. Allen also stated there are three tranches that will come out of the next federal stimulus package which include 1) institutional support through reimbursement, 2) student allocation and 3) set asides for HBCU's and MSI's. Mr. Cauley invited the trustees to view presentation details in the portal.

Mr. McMillon reported the following:

- *Technology.* Mr. McMillon reported that his primary focus is on the Ellucian manage services contract which is scheduled to end on June 30, 2021 and Wesley's contract which is scheduled to end October 2024. DSU uses Banner and Wesley uses Jenzabar. Mr. McMillon's team is working on migrating Wesley's student data into Banner. The Banner hosted solution is expected to be presented to the BoT within the next 30-60 days. This would put the Banner application in the cloud which would take care of disaster recovery, system updates, and other management services. It would also provide DSU access to more applications such as a mobile platform, enrollment recruitment platform and additional analytics. Mr. McMillon's team continues to perform software network, classroom technology, phone system (voice over IP), and network security upgrades.

Mr. Wood reported the following:

- *Facilities.* Mr. Wood shared a detailed chart listing various 2021 capital projects noting their status under certain categories – renovations, repairs, paving, technology, HVAC and other. The list also includes ADA projects currently in progress and completed.

[Motion to approve OC Report by Mr. Stafford; 2nd by Ms. Hobbs; Motion carried]

- **Innovation & Sustainability Committee (I&S) – Dr. Williams**

Dr. Williams reported on the following:

- *Investment Portfolio.* The Foundation has about \$6M in the bank account and about \$30M in the endowment fund. So, the total funds managed by the Foundation is \$36M.
- *Property Assets.* Property assets include the State St. building, the Schwarz Center, and five horses.
- *University Campaign.* This is a 7-year campaign which has reached \$42M (includes the \$20M gift from Mackenzie Scott). The campaign began July 2017, and the current goal is \$100M. State Representative Paul Baumbach and his wife Pam donated \$10,000 each to initiate the George Floyd and Breonna Taylor endowed scholarships. The Baumbach's are challenging other legislators and the general community to add to those funds to raise \$100,000 for each scholarship.
- *New Contracts.* There are three new contracts through Workforce Development Initiatives for the State of Delaware – Bank of America, JPMorgan Chase, and Barclays Bank.
- *President's Transition Team.* Trustee Stafford is working on a system to track stakeholder engagement and outcomes of constituent groups.
- *Aviation.* The aviation program is preparing to get accreditation through Aviation Accreditation Board International. The AABI held on campus interviews in December 2020.
- *Research Portfolios.* In 2020, 101 proposals were submitted for research at about \$62M, and 26 were awarded for \$21M.
- *AGB's 2021 Foundation Leadership Forum.* Drs. Williams and Pickrum were invited panelists. Dr. Williams' plenary panel topic was the "Future of Higher Education and What it Means for the Foundation", and Dr. Pickrum's panel topic was "Surveying the Policy Landscape and What it Means".

[Motion to approve I&S Report by Dr. Mishoe; 2nd by Mr. Stafford; Motion carried]

- **Executive Committee (EC) – Dr. Williams**

Dr. Williams reported that the EC met on January 14 and discussed strategic human resource efforts. At that meeting, Dr. Hawkins discussed recruitment, staffing, classification, compensation, employee relations, benefit services, performance management, diversity, equity & inclusion. Dr. Hawkins also reported some accomplishments which include hiring a training manager, electronic personnel action form development, and improvement of overall performance development and assessment functions. Dr. Hawkins shared a listing of 2021 critical hires. Positions noted as "in progress" have been advertised, is in the process of developing a vacancy announcement, or the employee is being onboarded. LinkedIn and other websites are being used to advertise. Finance positions have been advertised through NACUBO, AGB, LinkedIn.

[Motion to approve EC Report by Mr. Ridgeway; 2nd by Mr. Allen; Motion carried]

NO PUBLIC COMMENTS

ANNOUNCEMENTS

- Ribbon Cutting Ceremony at DSU Diagnostic Lab, January 29
- Joint Finance Hearing, February 4 at 12:30 p.m.
- Board Committee Meetings, March 4 and 11, 2021
- Board of Trustees Meeting, March 18, 2021 at 1:30 p.m.
- DSU’s 130th Anniversary, May 14-16, 2021

[Motion to enter Executive Session by Mr. Ridgeway; 2nd by Mrs. Whatley; Motion carried]

EXECUTIVE SESSION OF THE BOARD OF TRUSTEES (Pursuant to FOIA)

*******EXECUTIVE SESSION*******

[Motion to exit Executive Session by Dr. Mishoe; 2nd by Mrs. Whatley; Motion carried]

*******EXECUTIVE SESSION*******

[Motion to approve items discussed in Executive Session by Dr. Harrington; 2nd Mr. Ridgeway; Motion carried]

[Motion to Adjourn by Ms. Hobbs; 2nd by Mr. Ridgeway; Motion carried]

ADJOURNMENT 4:53 p.m.