



DELAWARE STATE UNIVERSITY

Board of Trustees Retreat December 3-4, 2020

Minutes

The Board of Trustees (“BoT”) Retreat was convened virtually by Dr. Devona Williams, Board Chair at 8:20 a.m. on December 3 via WebEx. The retreat attendance lists are attached.

December 3

Welcome & Opening Remarks

Dr. Devona William, Chair

Dr. Williams provided a brief overview of the retreat agenda. The BoT congratulated Dr. Allen on his recent appointment as CEO of President-elect Biden’s Inauguration Committee. Dr. Williams acknowledged the BoT and senior administrators for their hard work throughout the year. Several board members also expressed their appreciation to President Allen and the senior leadership team for their stellar performance throughout the year amid COVID-19. President Allen voiced his gratitude to the BoT for their continued support, leadership, and guidance.

Student Success Committee (SS)

Dr. Debbie Harrington, SS Chair

Action Items:

1. Approval of Potential Graduates for Summer 2020 and Fall 2020
[Motion to approve by Dr. Harrington; 2nd by Mr. Allen; Motion carried]
2. Approval of Posthumous Certificate of Attendance of Ms. Ra-Nae Grinnell
[Motion to approve by Mr. Allen; 2nd by Dr. Mishoe; Motion carried]

Strategic Planning Update

(See Portal for PowerPoint Presentation)

Trustee Margie Lopez-Waite

Facilitated by Dr. Ramona Hill and Dr. Stacy Downing

After brief introductions to the BoT by Trustee Waite, Drs. Allen and Downing, Dr. Hill facilitated a conversation with the BoT regarding the strategic planning process. The working definitions for the strategic planning work are: 1) the *Vision* Statement describes the desired future position of the university; 2) the *Mission* Statement defines the organization’s “work”, objectives or approaches to make the vision a reality; and 3) the *Values* defines what the organization believes in and how people in the organization are expected to behave – with each other, with customers and suppliers, and with stakeholders. The BoT provided feedback on “what is missing” and “what resonates” with them when they consider the 1) Vision: *The most diverse and contemporary HBCU in America*; 2) Mission: *Rigorously leverage a proud HBCU legacy and commitment to excellence in every field o human endeavor to enhance the pipeline o talented professionals and prepare them to contribute to a sustainable, global community* and 3) the *About DSU* statement. Dr. Hill and the BoT dialogued regarding redefining DSU’s Values, which included an additional “C” for Contemporary (DISCCO = diversity, integrity,

scholarship, community, contemporary and outreach). The BoT participated in small break out group conversations regarding the strategic priorities, the strategic planning process and impacts of COVID-19. The strategic priorities will compliment and align with the MSHCE reaffirmation process. The five priorities are: 1) sustain a robust talent pipeline for first-year, transfer, online and nontraditional students; 2) academic excellence; 3) enhance operational excellence; 4) financial planning; and 5) infrastructure. Although the goals outlined in PRIDE 2020 were met, financial planning and infrastructure were not included. Strategic planning working groups are currently being developed, and students will be incorporated throughout the process. Trustees advised the committee leaders to close gaps and show connectivity of the priorities with the student as the epicenter.

[Motion to enter Execution Session by Dr. Mishoe; 2nd by Dr. Harrington; Motion carried]

Wesley Acquisition Update

*****Executive Session*****

[Motion to exit Execution Session by Mr. Griffiths; 2nd by Dr. Mishoe; Motion carried]

*****Exit Executive Session*****

Governance Committees & Structure
(See Portal for PowerPoint Presentation)

Trustee Norman Griffiths, GC Chair

Roberts Rules Presentation. Dr. Williams instructed the BoT to review the presentation in the portal.

Review of Committee Structure. The BoT engaged in a discussion regarding whether the Student Success subcommittees, Athletics and Student Affairs, should be changed to standing committees. If the committees are separated, Article VII Section 1 of the Bylaws will be amended. Additionally, charters will be created for the new standing committees – Athletics and Student Affairs and the Student Success charter will be revised. Dr. Allen would prefer two standing committees – Student Success and Athletics & Student Affairs. A follow up survey will be sent to the BoT, Dr. DeLauder, Dr. Gines, Mr. Boyle and Dr. Downing so that a final decision can be made. The survey will include three options: 1) no change to Student Success and its subcommittees, 2) a combination of two standing committees – Student Success and Athletics & Student Affairs, or 3) three standing committees.

[Motion to adjourn by Mr. Griffiths; 2nd by Ms. Hobbs; Motion carried]

Adjournment 12:39 p.m.

December 4

The BoT and Administrative Council (“AC”) session was convened by Chair Williams on December 4 at 8:20 a.m.

Opening Remarks

Dr. Devona Williams, Chair

The Board’s executive leadership hosted a forum with student leaders on November 12, 2020 and provided a summary of that meeting. The Provost office fielded a survey amongst students and faculty to address student satisfaction. The university has developed DSU Connect, an alumni-student mentorship and internship program with 400+ participants.

A View from Tony

Dr. Tony Allen, President

(See Portal for PowerPoint Presentation)

Dr. Allen provided an overview of the following:

- Reestablished Relationship with DuPont. Dr. Allen was the featured speaker this past summer at JPMorgan and DuPont’s Joint Black Employee Resource Group.
- Black Lives Matter Sidewalk. This project is complete. Special thanks to students and Dr. Colbert in the Art Department.
- Successful Transition Highlights. Completed reorganization; Initiated Strategic Plan and Master Plan; Successful Middle States Self-Study Review; 100% increase in DSU reserve (\$2M); \$25+M in new fundraising; \$22.5M in new funded research; Achieved 120M media impressions. Headwinds: COVID-19 has presented a significant financial challenge, but the university has been navigating successfully; Customer Service KPIs; Talent Acquisition and Retention (Finance); and Student-first Touchpoints. The focus will be on improving the aforementioned areas.
- 4 Focus Areas. Evolving Culture/Customer Service (university climate, student-first touch points, civility and parent engagement); Building Financial Health (Talent Acquisition/Retention and Portfolio Mix – traditional resident student education vs online, graduate student profile and adult continuing education); Setting Strategic Direction; and Enhancing University Profile.
- State of Higher Education.
 - Current Higher Ed Enrollment Down: U.S. ↓2.5% and Minority ↓6%; Graduate enrollment up ↑3.9 across race and ethnicity; Incurred costs of dealing with COVID-19; Vaccines unlikely until Fall 2021; Second round of stimulus is on hold but expected in the first 4-6 weeks of the new administration;
 - Key Takeaways: Enrollment declines are much steeper than trends over past 5 years; Graduate, adult and online enrollments have improved.
- Fall Execution.
 - COVID-19 update: 35,000 tests administered with a .4 % positivity rate. The partnership with students and Testing for America has been outstanding. DSU has received a lot of media coverage for their work in this area.
 - Fall 2020 Enrollment: DSU has remained flat year over year, Fall 2020 (5,027) vs Fall 2019 (5,054); Freshmen ↓4%, Continuing students ↑9% and Graduate ↑30%; 85% virtual classes. Residence student numbers: 9/30/20 at 1,769 and 11/25/20 at 1,574 students. Normal student capacity is 2,600. Over the Fall break 300+ students will continue to reside on campus.
 - Spring 2021. Goal 1,990 Resident Students. Continued COVID-19 safety measures including opening of University-sponsored diagnostic lab; Continued relationship with TFA; Increased in-person classes by 10%; Increased faculty support; Pass/Fail extended through the end of the pandemic. Spring Break canceled. Spring semester start date 1/19/21.
- Financial Management. Total Operating revenue ↑23%, Total Revenue ↑14.2% and Expenses ↓9%; In December 2020, \$9M expected (New Castle County and State funds); Auxiliary Services ↓\$6.5M (food, housing, parking, and other related fees).

- Wesley Acquisition. The Wesley campus in Dover will become the *Wesley College of Health and Behavioral Sciences at DSU (WCHBS)*.
 - *DSU Operating Model*: 1) College of Humanities, Education and Social Sciences, 2) WCHBS, 3) College of Business, 4) College of Agriculture, Sciences and Technology and 5) School of Adult and Extended Studies.
 - *Acquisition Team Structure*: Integration Executive Committee, Integration Management Office (IMO) with integration leads, and Integration Planning Teams (Academics/enrollment/student affairs, Administration, and University Operations). Alan Brangman continues to lead the IMO. A university forum will be held in December 2020 regarding the acquisition.
- MEAC. Dr. Allen joined the New Membership Committee. There are a couple of new member prospects for potential admission into the MEAC. The process takes about two years. Current members have committed in writing that they will remain in the MEAC.
- For the Good of the University. The proposed usage of the transformational gift: Foundation \$7.5M; Wesley Acquisition \$5M; Global Institute for Equity, Inclusion and Civil Rights (Center for Global Africa, Center for Neighborhood Revitalization, Center for Health Disparities) \$3M; Reserve \$3M; Academic Affairs (Endowed Professorships) 1M; and Strategic Leadership Fund (Foundation contingency fund) \$.5M. DSU received \$1M from Bank of America and \$1M from JP Morgan. A DSU video is featured on bankofamerica.com.

Administrative Updates

(See Portal for PowerPoint Presentation)

Administrative Council

FINANCIALS

Mr. Cleon Cauley, COO

- Executive Summary. Gross tuition & fee revenue is strong. Auxiliary revenue was impacted by COVID-19. Revenue is up primarily due to unrestricted gifts. Merit projects are up on the expense side. Expenses are in line with the FY 21 budget. Cash balance is up over \$31M.
- 1st Half FY 21. Revenue increased \$20M. Non-operating revenue remains consistent at -0.69% variance; Merit Aid is \$3M over original projections at \$3.4M. Travel ↓\$1M.
- 2nd Half FY 21. Total Operating Revenue Unrealized Adj. expected \$10M. Salaries & Benefits are expected to remain consistent. A continued savings is expected in travel and contractual expenses. The total YTD original budget is \$126,214,298.
- FY 21 Cash Projections. As of 12/3/20, Cash in bank: \$33.8M; Outstanding checks: \$2.7M; and Net available cash: \$31.2M

MASTER PLAN

Perkins & Will (PW)

Malcolm Davis, Gautam Sundaram and Kent Amos

- DSU/ PW Team Structure & Project Overview. PW provided a synopsis of the DSU/PW team structure and project overview. The DSU Strategic Plan Core Values includes intellectual climate and culture, student success, outreach engagement, sustainability, research and scholarship, and institutional and operational effectiveness. Key elements for DSU's Master plan will include academic growth, student life needs, strategic plan goals, athletic program, connectivity, responsible fiscal planning, and community and civic identity. PW will focus its work on DSU's rich history, culture, stakeholder engagement, connectivity with other surrounding institutions/partnerships, and overall community and state impacts.
- Project Timeline and Schedule / Phase Review. The process will be 8-months.
 - Phase I: Analysis (Nov. 2 – Feb. 8) – Scoping, Data Collection and Analysis, and Assessment of Future Requirements

- Phase II: Scenarios (Feb. 8 – May 10)
- Phase III: Implementation (May 10 – July 16) – Synthesis, Implementation, and Plan Documentation
- Phase I – 90 Day Focus.
 - *Overview of Tasks and Near-term Schedule*
 - *Site and Building Access – Logistics, Campus Access, Data Collection*
 - *Stakeholder and Student Engagement Sessions*
- Ongoing Steps. PW will continue its data collection, create a DSU steering committee and establish a process for stakeholder engagement.

[Motion to enter Execution Session by Dr. Mishoe; 2nd by Mrs. Whatley; Motion carried]

*****Executive Session*****

[Motion to exit Execution Session by Mr. Allen; 2nd by Mr. Ridgeway; Motion carried]

*****Exit Executive Session*****

*[Motion to approve what was discussed in Execution Session by Gov. Markell;
2nd by Mr. Griffiths; Motion carried]*

[Motion to adjourn by Gov. Markell; 2nd by Mr. Griffiths; motion carried]

The meeting was adjourned at 12:45 p.m.

ATTENDANCE

December 3, 2020

| <u>Board of Trustees</u> | <u>Administration</u> |
|---------------------------------|--|
| Dr. Devona Williams, Chair | Dr. Tony Allen, President |
| John Ridgeway, Vice Chair | Dr. Sandra DeLauder, Provost |
| John Allen, Jr., Vice Chair | Cleon Cauley, COO |
| Margie Lopez Waite | Dr. Stacy Downing, VP of Student Affairs |
| Lois Hobbs | Dr. Vita Pickrum, VP |
| Dr. Debbie Harrington | LaKresha Moultrie, General Counsel, Chief Risk Officer |
| Leroy Tice, Esq. | Antonio Boyle, VP of Strategic Management |
| Norman Griffiths, Esq. | |
| Jocelyn Stewart | <u>Other Staff & Guest Attendees</u> |
| Bernadette Dorsey Whatley | Curtis Winslow, Instructional Technology Systems Integration Coordinator |
| Harold Stafford | Fiyinfolu Oladiran, McKinsey & Company |
| Dr. Wilma Mishoe | Dean Udom, McKinsey & Company |
| Gov. Jack Markell | Ian Jefferson, McKinsey & Company |
| Esthelda Selby Parker | Charag Krishnan, McKinsey & Company |
| | Ryan Golden, McKinsey & Company |
| | Joshua Hawkins, McKinsey & Company |
| | Jimmy Sarakatsannis, McKinsey & Company |
| | Dr. Ramona Hill, Gates Foundation |

ATTENDANCE

December 4, 2020

| <u>Board of Trustees</u> | <u>Administration</u> |
|---------------------------------|--|
| Dr. Devona Williams, Chair | Dr. Tony Allen, President |
| John Ridgeway, Vice Chair | Dr. Sandra DeLauder, Provost |
| John Allen, Jr., Vice Chair | Dr. Irene Hawkins, CAO, VP of Human Resources |
| Margie Lopez Waite | Antonio Boyle, VP of Strategic Management |
| Lois Hobbs | Dr. Stacy Downing, VP of Student Affairs |
| Dr. Debbie Harrington | Dr. Vita Pickrum, VP of Institutional Advancement |
| Leroy Tice, Esq. | Cleon Cauley, COO |
| Norman Griffiths, Esq. | LaKresha Moultrie, General Counsel, Chief Risk Officer |
| Jocelyn Stewart | Dr. Scott Gines, Director of Athletics |

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| Bernadette Dorsey Whatley | Jackie Griffith, Special Asst. to the President, Director of Government and Community Relations |
| Harold Stafford | Darrell McMillon, Chief Information Officer |
| Gov. Jack Markell | Herman Wood, Associate VP Facilities Management, Planning & Construction |
| Dr. Wilma Mishoe | |
| | <u>Other Staff & Guest Attendees</u> |
| | Curtis Winslow, Instructional Technology Systems Integration Coordinator |
| | Malcolm Davis, Perkins & Will |
| | Sundaram, Gautam, Perkins & Will |
| | Kent Amos, Perkins & Will |
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