



DELAWARE STATE UNIVERSITY

**Minutes of the “Hybrid” Meeting of the Board of Trustees of
Delaware State University, Thursday, June 16, 2022**

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DOVER, DELAWARE**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held a hybrid meeting on Thursday, June 16, 2022, via in-person and WebEx. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 1:34 p.m.

Roll Call by Ms. Tamara Stoner, University Secretary

| <u>ATTENDEES</u> | |
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| BOARD MEMBERS | DELAWARE STATE UNIVERSITY |
| Dr. Devona Williams, Chair | Tony Allen, Ph.D., President |
| Mr. John Ridgeway, Vice Chair | Mr. Anas Ben Addi, Chief Financial Officer |
| Mr. John J. Allen, Vice Chair (virtual) | Mr. Cleon Cauley, COO |
| Mr. Norman Griffiths, Esq. | Dr. Irene Hawkins, CAO and VP of Human Resources |
| Mr. Leroy Tice, Esq. (virtual) | Dr. Stacy Downing, CAO for DSU Downtown and VP of Strategic Initiatives |
| Dr. Debbie Harrington | Dr. Vita Pickrum, VP of Institutional Advancement |
| Mr. Harold Stafford | Mr. Antonio Boyle, Sr. VP of Strategic Enrollment Management and Student Affairs |
| Ms. Margie Lopez Waite | Ms. LaKresha Moultrie, General Counsel, VP of Legal Affairs and Chief Risk Officer (<i>virtual</i>) |
| Dr. Wilma Mishoe (virtual) | Ms. Jackie Griffith, Special Asst. to the President, VP of Government & Community Relations |
| Mr. Chip Rossi | Mr. Bernard Pratt, AVP of Facilities Management, Planning and Construction |
| | Dr. Dawn Mosley, Sr. Associate Vice President of Marketing and Communications |
| | <u>Other Attendees:</u> Mr. Kyle Spaulding, Web Developer (<i>in-person</i>) Mr. Alan Brangman Dr. Cherese Winstead Mr. Carlos Holmes Mr. David Croston Dr. Clytrice Watson Dr. Gwen Scott Jones Ms. Jarso Saygbe |

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| | Dr. Jasmine Buxton Mr. Joel Coppadge Mr. Ned Brown Ms. Kenisha Ringgold Dr. Lynda Murray Jackson Dr. Michael Casson Dr. Patrice Gilliam Johnson Mr. Robert Schrof Mr. Sonel Shropshire Ms. Kim Krzanowski Ms. Annette L. Turlington Ms. Leslie Sysko Ms. Pamela Jenkins, Lacrosse Coach Ms. Sydney Anderson |
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SWEARING-IN CEREMONY

Dr. Devona Williams

Mr. Chip Rossi was sworn-in as a new member of the board of trustees by Chair Williams.

CONSENT AGENDA

Dr. Devona Williams

- Approval of Minutes from March 17, 2022, Board of Trustees Meeting
 - Approval of Minutes from April 13, 2022, Special Board of Trustees Meeting
- [Motion to approve the Consent Agenda by Trustee Griffiths; 2nd by Trustee Ridgeway; Motion carried]*

PRESIDENT’S REPORT

Dr. Tony Allen

President Allen reported on the following:

- *Joint Finance Committee (JFC) and the Capital Finance (CF) Improvement.* The University expects an 8% (JFC) increase and 33% (CF) year over year. Special thanks to Ms. Jackie Griffith for helping the University obtain increases over three years.
- *FY 2022 Financial Update.* DSU is in a favorable cash position. There’s \$10MM in reserves, \$36MM in federal support, and a \$50MM capital infusion. There is \$37MM more in grant fundraising efforts. Graduate enrollment and retention rates are high. There is a transformational \$20MM bankable plan from DSU’s work with McKinsey.
- *18th Month Plan.* There are 4 Pillars:
 - *Building the Whole Student.* About 76.1% of Wesley students have been retained, and 91% graduated in year one. Inspire Scholars have increased by 15% and are trending towards 25%. Special thanks to Mr. Antonio Boyle and his team. The Career Pathways program received \$1MM gift from Bank of America to help reframe the program. The goal is for 40% of the graduating class to receive job placement. The student experience KPI is for 80% satisfaction.
 - *Enhancing Operational Excellence.* The University is trending positively on timely audits-annual, A-133, and 990. Enterprise Risk is fully integrating a compliance and review program. McKinsey’s team will provide an update regarding transformation at the July retreat. Customer experience training will be provided to all employees. The customer service effort is being led by Drs. Irene Hawkins, Vita Pickrum, Patrice Gilliam-Johnson,

- Trustees Mishoe and Whatley.
- *Improving the Physical Plant.* The University has a master plan and leverages USDA and state-sponsored matches for capital projects. The State has provided a \$30MM gift to construct a building on the mall for early learning. In addition, there's a \$50MM increase in federal and State infrastructure support to demolish aged structures and increase the quality of our physical infrastructure with critical advances in residential and co-curricular ventures, specifically athletics, recreation, wellness, and health facilities. An environmental assessment was recently completed.
 - *Securing a Healthy Fiscal Future.* The reserve balance is \$10MM. The University's campaign balance is \$64.5MM. The University will provide multi-year balance budget projections.
 - *Enrollment.* Undergraduate numbers have fallen at most public colleges over the past two years – about 4.7% overall. However, DSU continues to buck trends with a record Spring enrollment of 13.1% increase year over year from Spring 2021. Undergraduate enrollment is up 10.9%. Graduate enrollment is up 24.1%. Online enrollment is up 36.7%.
 - *Strategic Plan, REACH 2026.* Key Performance Indicators (KPIs) will be shared yearly during board retreats.
 - *Master Plan.* A full presentation will be provided by Perkins & Will during the July Retreat. The plan includes technological and physical infrastructure changes. There will be \$7MM invested in a new football field.
 - *New Talent Management.*
 - Sonel Shropshire is the Associate Vice President for the Global Institute for Equity, Inclusion, and Civil Rights. He is a lawyer and DSU alum.
 - Annette Turlington is the Director of Operations for the Customer Service Center of Excellence. She has over 25 years of experience in customer service as an executive. She also worked at Travelers and Bank of America.
 - Kim Krzanowski is the Executive Director of the Early Innovation Center. She is responsible for the \$30MM initiative led by Dr. Shelly Rouser.
 - *Shared Video: "It's a Different World"* viral video was created by a DSU graduate student. In addition, the Sports Marketing students produced a documentary on football Coach Milstead that recently won an Emmy. Special acknowledgment to Dr. Dawn Mosley and her team for their marketing and communications work.
 - *Notable Awards & Appointments.* Chair Williams received the Kathleen Siegfried Leadership Award from the University of Delaware. Dr. Cherese Winstead Casson was appointed to membership in President Biden's Committee on the National Medal of Science. Dr. Gwen Scott-Jones received the Distinguished Professor Endowed Chair Award from Delta Sigma Theta Sorority, Incorporated. Mr. Jimmy Allen, a famous country singer, and DSU alum, has agreed to be the commencement speaker for Spring 2023. Miss DSU Bralyn Page and Mr. Jordan Simpson were recently named as scholars to the Whitehouse Scholars Initiative.
 - *Women's Lacrosse Team.* Video Shared. Lacrosse Coach Pamela Jenkins and Sydney Anderson addressed the board during today's meeting. Ms. Anderson is a rising junior and Lacrosse player who wrote the story in the Hornet newspaper that made this a national story. Ms. Anderson is currently in Oklahoma working for Black Wall Street. The Lacrosse team is 70% African American. The University filed a complaint with the U.S. Department of Justice (USDOJ). President Allen and Ms. Moultrie met with the USDOJ on June 15, 2022. In addition to Sydney's athletic scholarship, President Allen awarded her a \$10K Presidential scholarship.

CHAIR'S REPORT

Dr. Devona Williams

Chair Williams encouraged the board to attend meetings in person. The retreat will be July 14-15 at the Wilmington DSU downtown campus. Day 1 of the retreat will include training, and Day 2 will consist of administrative updates. There are two spots available on Early College School's board. Any interested board members should contact Chair Williams. The annual Foundation Board meeting will be June 23. At that meeting, Ms. Enid Wallace Simms will transition as the new chair to replace Chair Williams.

COMMITTEE REPORTS

Athletics Committee (ACo) – Mr. John Allen (**Mr. Cleon Cauley presented on behalf of Trustee Allen due to technology issues.*)

Mr. Cauley reported the following:

Mr. Joel Coppadge was introduced as a new committee member during the June meeting. Ms. Moultrie provided an update on the Lacrosse incident. President Allen summarized the current State of the MEAC, specifically regarding the eight university presidents who confirmed their commitment as full conference members. Ms. Gadson provided 2021-2022 departmental accolades. Three sports teams reached the MEAC finals – Baseball, W. Bowling, and Volleyball.

[Motion to approve ACo Report by Trustee Ridgeway; 2nd by Trustee Griffiths; Motion carried]

Audit & ERM Committee (A.C.) – Mr. Leroy Tice

Mr. Tice reported the following from the June A.C. meeting:

On June 9, Mr. Devin Derstine, a BDO USA, LLP consultant, gave a presentation on BDO's assessment of DSU's current and future insurance risks. Dr. Michelle Burroughs, a former DSU employee, presented her assessment of the University's enterprise risk program. The overall goal of both assessments was to forecast, avoid, and mitigate risks university-wide and decrease insurance costs. Ms. Moultrie provided a summary of the RFP insurance brokerage firm results. Due to the challenges of the University losing its coverage with United Educators last year, DSU had to transition to new lines of coverage. Five brokerage applications were received through the State's RFP process. Two top brokerage firms were selected – Arthur J. Gallagher and Connor Strong. Ms. Stoner presented a 3-phase ERM FY 2022-23 action plan, which includes structure, process and assessment, and awareness and education. Ms. Ringgold provided an update regarding Summer Camps' compliance strategy (policy review, educating and empowering, and accountability). Mr. Schrof presented the internal audit control assessment for FY 2023. Mr. Schrof continues to monitor and address issues received from the ethics hotline.

Mr. Ben Addi reported the following:

An RFP for external auditing services was published on January 31, 2022. There were four proposals received. A panel of five members selected CliftonLarsonAllen Wealth Advisors, LLC as the external auditor. The contract will begin in June 2022.

- Action Item: External Auditor Approval [*Motion to select CliftonLarsonAllen Wealth Advisors, LLC (CLA) as DSU External Auditor for a 3-year engagement period with up to two (2) optional 1-year extensions by Trustee Tice; 2nd by Trustee Griffiths; Motion carried*]

[Motion to approve A.C. Report by Trustee Ridgeway; 2nd by Trustee Griffiths; Motion carried]

Governance Committee (G.C.) – Mr. Griffiths

Mr. Griffiths reported the following:

The committee met on June 2 to approve a recommendation to the entire board of the Slate of Officers for July 1, 2022, through June 30, 2023. Reminders were sent out to the board for nominations. No nominations were received. Chair Williams and President Allen approved the treasurer and secretary nominee recommendations. The Slate of Officers for July 1, 2022, through June 30, 2023, are Dr. Devona Williams (chair), John Ridgeway (vice chair), John Allen (vice chair), Margie Lopez Waite (treasurer), and Tamara Stoner (secretary).

- Action Item: Approval of Slate of Officers for July 1, 2022, through June 30, 2023 [*Motion to approve as presented by Trustee Griffiths; all in favor, no abstentions; Motion carried*].

[Motion to approve G.C. Report by Trustee Rossi; 2nd by Trustee Ridgeway; Motion carried]

Innovation & Sustainability (I&S) – Mr. Stafford

Mr. Stafford reported the following from the June 2 meeting:

The current combined endowment fund balance is \$38,558,992.00. The University received endowment funds from the Wesley acquisition in the amount of \$2.2M. Dr. DeLauder reported that as of May 31 FY 2022, grant awards totaled 28,170,573.00. The top grant awards were received from the Dept. of Defense, U.S. Dept. of Education (Agriculture), and the National Institute of Health. Dr. Michael Casson introduced Mr. Sonel Shropshire as the new Assoc. Vice President of the Global Institute of Equity, Inclusion and Civil Rights. Mr. Shropshire provided an overview of his four strategic goals: 1) interconnection between centers through the development of Global DEI Programs; 2) implementation of long-term programs: sustainability and resources; 3) business development plan inclusive of all centers; and 4) Global DEI training courses, workshops, and seminars. A conference on diversity, equity, and civil rights in higher education will be held on September 26 and 27. Dr. Pickrum provided an update on the Foundation's campaign status since it began in July 2017. The current campaign balance is \$65,446,655.00. These funds are for student success, academic innovation, scholarships, university support, and athletics. The Near Completers Grant that supports students who have accrued ~90 hours of credit

towards a degree has gone extremely well. Thirty students have graduated from the University, and another 50 have enrolled. The 12th HBCU Philanthropy Symposium will occur in July 2022 at the Gaylord Hotel and Convention Center at the National Harbor in Washington, DC. President Allen will host three State of the University forums in New Castle, Kent, and Sussex counties in July. The audience will include corporations, non-profit organizations, alums, and friends of the University. During the forums, President Allen will present the University's Strategic Plan, Master Plan, and Impact Report of the FY 21 accomplishments.

[Motion to approve I&S Report by Trustee Mishoe; 2nd by Trustee Griffiths; Motion carried]

Operations Committee (O.C.) – Mr. Ridgeway

Mr. Ben Addi provided a presentation for approval of the FY 2023 Budget, HBCU Capital Loan Program, and the Operational Reserve Policy ((*See portal for details*)).

- Action Item #1: FY 2023 Budget
[Motion to Approve the FY 2023 Operating Revenue Budget of \$150,892,930 and the FY 2023 Operating Expense Budget \$150,892,930, including an \$8M Fresh Transformation Investment by Trustee Ridgeway; 2nd by Trustee Mishoe; Motion carried]
- Action Item #2: Debt Refunding Recommendation
[Motion to Approve the Resolution Authorizing and Approving the 2022 Loan through the HBCU Program in a maximum aggregate principal amount not to exceed \$105,000,000 for purposes of refunding DSU outstanding Debt by Trustee Mishoe; 2nd by Trustee Rossi; Motion carried]
- Action Item #3: Operational Reserve Policy and Resolution
[Motion to Approve the Operational Reserve Policy by Trustee Ridgeway; 2nd by Trustee Harrington; Motion carried]

Ms. Moultrie presented the following for approval:

- Action Item #4: Early College Expansion MOU
[Motion to Approve the MOU by Trustee Ridgeway; 2nd by Trustee Rossi; Motion carried]

Mr. Cauley presented the following contracts for approval:

- Action Item #5: Apple
[Motion to Approve the contract as presented by Trustee Mishoe; 2nd by Trustee Harrington; Motion carried]
- Action Item #6: Ellucian
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Harrington; Motion carried]
- Action Item #7: CliftonLarsonAllen Wealth Advisors, LLC
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Allen; Motion carried]

- Action Item #8: Dovington, LLC (Equestrian Training and Competition Facility)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Griffiths; 1 opposition by Trustee Mishoe; Motion carried]
- Action Item #9: Joseph T. Richardson, Inc. (Warren-Franklin Dorm)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Harrington; Motion carried]
- Action Item #10: Modern Control, Inc. (Science Center Strobic Fan Replacement)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Griffiths; Motion carried]
- Action Item #11: Sauder Manufacturing, Co. (Dormitory Furniture)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Griffiths; Motion carried]
- Action Item #12: Follett Higher Education Group, Inc. (Bookstore Operating Agreement - 12.5% of all commissionable sales up to \$2MM plus 13.5% of any part of commissionable sales over \$2MM). Mr. Alan Brangman stated that the contract includes an annual \$10K textbook scholarship, a \$10K general scholarship, and a \$2,500 scholarship for the Downtown campus' community engagement activities.
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Allen; Motion carried]
- Action Item #13: SilkWeb Consulting and Development LLC (Instructional Design Services)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Harrington; Motion carried]
- Action Item #14: Blackboard LMS & One Stop (Anthology -\$1,079,997 total (\$359,999 for 3 years annually)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Griffiths; Motion carried]
- Action Item #15: Fly Gateway (1979 Piper Warrior Airplane)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Mishoe; 1 opposition by Trustee Griffiths; Motion carried]
- Action Item #16: Fly Advanced (1979 Piper Warrior Airplane)
[Motion to Approve the contract as presented by Trustee Ridgeway; 2nd by Trustee Mishoe; 1 opposition by Trustee Griffiths; Motion carried]
- Action Item #17: Fee Proposal: Prior Learning Assessment Fee – by Academic Affairs/School of Graduate, Adult and Extended Studies
[Motion to Approve the contract as presented by Trustee Mishoe; 2nd by Trustee Waite; Motion carried]
- Action Item #18: Fee Proposal: Establish of a Single Occupancy Rate for the Traditional

Resident Halls at DSU Downtown (Gooding and Williams) – by Strategic Enrollment and Student Affairs (Housing and Residential Education)

[Motion to Approve the contract by Trustee Ridgeway; 2nd by Trustee Allen; Motion carried]

[Motion to approve O.C. Report by Trustee Stafford; 2nd by Trustee Harrington; Motion carried]

Student Affairs Committee (S.A.) – Dr. Debbie Harrington (*Trustee Hobbs was unable to attend due to a conflict)

Dr. Harrington reported the following from the June S.A. meeting:

The committee reviewed several assessments from each department's Key Performance Indicators (KPIs). Student Affairs has over twenty KPIs. The department is evaluating the relevance of each KPI to the overall program. Student Affairs focus areas include student leadership and engagement; spiritual life and community service programs; community responsibility; student employment; wellness and recreation; and housing and residential education. Students are primarily concerned with safety, on-call responsiveness, furniture concerns, pest control, renovation needs, and better student living spaces. As of June 2, the University received 1,982 housing applications. Fall move-in week will be from August 22 to August 27. *(See portal for details)*

[Motion to approve S.A. Report by Trustee Harrington; 2nd by Trustee Griffiths; Motion carried]

Academic & Student Success Committee (S.S.) – Dr. Debbie Harrington

Dr. Harrington presented the following for approval:

- Action Item #1: Request to Implement Associate of Social Work Program
[Motion to Approve as presented by Trustee Harrington; 2nd by Trustee Griffiths; Motion carried]
- Action Item #2: Request to Implement BS Financial Planning and Wealth Management Program
[Motion to Approve as presented by Trustee Harrington; 2nd by Trustee Griffiths; Motion carried]
- Action Item #3: Request to Implement MS in Clinical Psychology Program
[Motion to Approve as presented by Trustee Harrington; 2nd by Trustee Griffiths; Motion carried]
- Action Item #4: Request to Plan Doctorate in Social Work Program
[Motion to Approve as presented by Trustee Harrington; 2nd by Trustee Allen; Motion carried]
- Action Item #5: Request to Plan BA in Alcohol and Drug Counseling Program
[Motion to Approve as presented by Trustee Harrington; 2nd by Trustee Allen; Motion carried]

carried]

Lastly, Dr. Harrington acknowledged Mr. Boyle and his team for their tremendous work on overall enrollment up by 13.1%. The Early College School graduated 82 students this year with an average of 28 college credits. One student earned 79 credits and will enter DSU as a junior. The valedictorian will also attend DSU.

[Motion to approve S.S. Report by Trustee Harrington; 2nd by Trustee Ridgeway; Motion carried]

Executive Leadership Committee (E.C.) – Dr. Devona Williams

Dr. Williams reported that the committee met on June 9, and Dr. Hawkins provided an update on the top five KPI dashboard indicators. As of June 1, 66% of employees have completed annual evaluations, so we are trending toward the 100% goal by June 30. The two KPIs on senior leadership succession plan completion and critical strategic positions filled within 90 days are 100% completed. The KPI on semi-annual employee turnover ratios is in progress. An employee engagement satisfaction survey will be administered at the start of the Fall 2022 semester.

[Motion to approve E.C. Report by Chair Williams; 2nd by Trustee Rossi; Motion carried]

NO PUBLIC COMMENTS

There were no public comments.

ANNOUNCEMENTS

- Board Retreat, July 14 & 15
- Board Committee Meetings, September 1 and 8
- Board Meeting, September 15
- Winter Board Retreat, December 1 and 2

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

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

[Motion to enter Executive Session, by Trustee Mishoe, 2nd by Trustee Tice; Motion carried]

[Motion to exit Executive Session, by Trustee Ridgeway, 2nd by Trustee Harrington; Motion carried]

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

[Motion to adjourn by Trustee Ridgeway; 2nd by Trustee Stafford; Motion carried]

ADJOURNMENT 4:55 p.m.