



DELAWARE STATE UNIVERSITY

Board of Trustees Retreat December 2-3, 2021

Minutes

The Board of Trustees (“BoT”) Retreat was convened by Dr. Devona Williams, Board Chair at 8:41 a.m. on December 3 in-person at the Administration Building, Boardroom, 4th floor, Dover, DE. A WebEx video option was also provided. 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 and facilitated Board discussions on the following:

- *What are you most proud of in the past year? Are we fully engaged as a Board? What do we need to do differently?*
- *Board Composition: Who’s missing from our Board? Gov. Markell will be resigning from the Board. The Board will deliberate about who will fill Gov. Markell’s seat. The Board will need to consider strengths, talents, and abilities. The Foundation Board and its advisory council members and Mr. Bill Strickland, former board chair of Wesley College, have expressed interest in DSU’s Board. Suggestions should be submitted to Trustee Griffiths.*
- *Board Culture: Healthy and Unhealthy Boards.*

Action Items:

1. Submit suggestions for new board members to fill vacancies.
2. Brainstorm a new vision for an even healthier Board. Be a strategic forward-thinking body for the university that scans for threats, opportunities, and gaps. Remove “unhealthy boards” and add a list of what we are aspiring to be so that they know where we are headed.
3. Create a Board succession plan that includes culture and philosophy.

What’s on your mind?

John Ridgeway, Vice Chair

Trustee Ridgeway facilitated a discussion on “What’s on your mind?” as it relates to various questions previously submitted from the BoT. President Allen addressed each inquiry.

1. *What is our strategy for succession planning? How far are we from being best in class? What has been done so far? Please share examples.*
2. *Do we have the human capital and financial resources to meet our current needs and grow the University? There is an underlying theme that we currently are under resourced. Do we have a staffing model? What is our idea TBO (Target Basic Organization)?*
3. *There is need for a better understanding of our financials. It was suggested to have Anas present to the board on interpreting and understanding DSU's financials.*

4. *What is our policy for naming buildings and honoring legends at DSU? Emphasis was placed on honoring Dr. DeLauder, Bennie George, Ernie Talbert etc. There was plan that was previously put forth to honor Dr. DeLauder but no follow-through.*
5. *Deferred Maintenance was a hot topic for a while. Do we have plan that is inclusive of all the maintenance required, in order of priority and total costs, so that we can make sense of items that the BOT can review and approved?*
6. *What is the "go forward plan" now that the strategic plan has been approved. What is place for governance and tracking its progress?*
7. *With the onset of COVID, coupled with DSUs continued rise in profile, the University has raised exponentially more funds in the last 18 months than in years past. Is there a strategy around how those funds are being used?*
8. *Should DSU create a policy statement in DEI/J from the board and president?*
9. *Update on the Downtown Campus. What are the future plans?*
10. *Why down we see more coverage in the New Journal regarding DSU athletics?*
11. *How many return for sophomore year? How many graduate in 6 years? How many have jobs in 3, 6 and 9 months after graduation? How many have kept those jobs or are still employed 1, 2, 5 years later? What kind of jobs are they? Are they earning enough to start paying down their debt? Bottom line are they better off having gone to DSU?*

Action Items:

1. Create an Administrative succession plan that will be presented at the next board retreat.
2. Develop a board task force to develop a building naming policy (i.e. nursing building and former President DeLauder).
3. Prepare a new capital budget.
4. Report regularly on KPIs data on student academic performance and 4-year graduation rate.
5. Alumni perceptions of success at DSU, longitudinal.
6. Outreach to athletic reporter for more coverage in News Journal.
7. Draft Diversity, Equity, Inclusion & Justice (DEIJ) joint statement, Administration and Board.

Transformation/Customer Service Work
(See Portal for PowerPoint Presentation)

McKinsey
Ryan Golding and Charag Krishnan

• **Transformation:**

- *Detailed Planning Process Overview.* The Fresh plan began in August 2021 and will continue through 2026. Setup started in July 2021 when McKinsey aligned priority workstreams and FY26 financial targets for each. Value Workstreams: enrollment, online programs, CHBS, grants, retention, private revenue/advancement, auxiliary revenue/real estate, and academic programs (incl. law and medical school). Enabler workstreams (no dollar value): culture and organizational health, change management/transformation office, and year 1 acquisition.
- *Review of the Fresh Bankable Plan.* Fresh will support the DSU's aspiration for FY26 and predicts what outcomes could look like in a few years – 7,500+ students, a broader research agenda, financial sustainability achieved, and funding innovation through our own operations. DSU's community mobilized to develop initiatives to support the institution's growth aspirations. There were over 180 university members, including faculty and staff, were involved in the transformation workstreams. Out of 136 ideas, 79 transformation initiatives have been approved for rapid deployment starting in FY22. In FY23, the expected net impact planned from approved initiatives is \$3.8MM in FY23 and \$21.8MM in FY26. A \$3.0M seed investment will be required in FY22. DSU's FY22 financial position sets the university up to make the required Fresh FY22 investments.
- *DSU Online Programs.* DSU Online could serve 1200+ students by FY26 and support access for diverse students and generate \$8-10M in surplus revenue. Successful execution of DSU's online growth

aspirations will be underpinned by institutional alignment and key investments in people and IT. DSU Online could start rolling out new online programs in Fall '22.

- *Transformation Next Steps*. DSU will need to finalize planning by year end 2021 and kickoff implementation by January '22.
- **Customer Service** (presented by Trustee Whatley and Ms. Golding):
 - *Center of Excellence Operating (“COE”) Model*. The COE will have three mandates as part of its operating model: 1) employ a cross-university department customer service, 2) lead university trainings, and 3) establish a centralized knowledge management for DSU customer service. Training will be rolled out in a phased approach. Academic Impressions will provide training January '22 (Phase I). DSU colleagues who complete the program will receive a badge of completion. Phase II training will begin February 1 for student-facing administration and staff. Phase III training will begin February 21 for faculty and remaining administration and staff. COE will be launched by the end of March.
 - *How the COE will operate and measure success*. The COE will receive stakeholder queries and then address/resolve issues (with the ability to escalate where needed). Measuring the success of the COE will require alignment on KPIs and goals and regular monitoring/reporting on performance. Metrics will include customer satisfaction, issue resolution, trainings, response time, and reporting and analytics.
 - *Next Steps*. Launch trainings. Initiate the hiring process for a COE lead and associates. Align on KPIs, goals, measurement tools and practices. Determine critical knowledge tools and mechanisms.

Master Plan (MP)

(See Portal for PowerPoint Presentation)

Perkins & Will (PW)

Guatam Sundaram, Kent Amos, Malcolm Davis

- **Process:**
 - There three phases: Phase I – Analysis (Data Gathering); Phase II – Scenarios (Establish principles and strategies); and Phase III – Implementation. DSU is currently in Phase II.
- **Assessment:**
 - There were 71 building assessments performed in 6 days. The assessment included virtual photo tagging, site observations and condition assessment scores. There were 47 engagement sessions which included leadership and administration, academic departments, student/residential life, wellness and recreation, athletics, library, campus support services, social equity, sustainability, facilities, other community engagement. PW assessed campus connectivity, environment, circulation (vehicular/pedestrian), building conditions, space breakdown, academic utilization, and academic collaboration.
- **Growth Projections:**
 - PW estimates future enrollment projections to be over 10,800 by Fall 2030. As enrollment increases so will the need for space. DSU will need to invest in teaching and lab spaces. Classrooms need to become more adaptive future learning environments.
- **Master Plan:**
 - The MP aligns with the five pillars of the Strategic Plan – academic excellence, student success, infrastructure enhancement, operational effectiveness, and financial health. The MP’s five principles are civic and cultural identity, innovative campus of learning and research, transform student experience, anchor institution, and landscape framework of connectivity. DSU has begun to relocate programs from main campus to DSU Downtown (baseball, soccer, lacrosse, CHBS. ECHS will also be located downtown. The MP includes a tech corridor, graduate community, cultural core, student community, athletics precinct, and a mixed-use area. The goal is to reinforce the civic core of the campus, create synergies, create integrated hubs of activity and diverse uses. There will be a centralized academic and research areas adaptive learning spaces. Student life will include a dance studio, rock climbing, indoor track, football stadium, and more.
- **Next Steps:**
 - Refine Master Plan based on feedback received. Develop a phasing strategy and priorities for main campus. Develop an overall program matrix of future uses. Advance precinct plans. Develop long term uses and needs for DSU Downtown.

Finance

Anas Ben Addi, Chief Financial Officer

(See Portal for PowerPoint Presentation)

Mr. Ben Addi reported that revenues trends are strong, expense monitoring has been aggressive, the cash position is strong with an average of \$35M/monthly. There’s room for strategic investment and potential for capital funds infusion (state and federal).

• **Operational Budget FY22:**

- Budget Progress
 - Q1 FY22 Revenues: budget \$135M; actual \$75.1M; variance 55.6%
 - Q1 FY22 Expenses: budget \$135M; actual \$34.3M; variance 25.4%
 - FY22 Approved Operating Budget \$135,051,398 & Expense Budget \$135,051,398
 - Reserve Balance: \$10M
- Cash Position
 - FY2022 Cash Position (as of 12/1/21): \$38.2M cash in bank; \$1.8M outstanding checks; \$36.4M net available
- Federal Support (as of 9/3/21): \$73.3M total awarded; \$41.6M total remaining
 - Cares Act I: \$16.9M awarded; \$0 remaining
 - Cares Act II: \$20.5M awarded; \$15.7M spent; \$4.8M remaining
 - Cares Act III: \$35.9M awarded; \$35.9M remaining

• **Capital Budget Allocation FY22 (Received State Funds):**

- Total Allocated: \$17,850,000 (deferred maintenance, campus improvements, excellence through technology) + \$5,000,000 expected (Higher Ed. Eco. Dev. Fund) = \$22,850,000
- Total Encumbered/Spent: \$7,255,720
- Total Available: \$15,594,280

Conflict of Interest Disclosure (COID) FY21

LaKresha Moultrie, General Counsel

Ms. Moultrie distributed the annual COID form to each trustee for completion. Forms were emailed to trustees who did not attend in-person. Hard copies were collected.

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

[Motion to enter Executive Session by Trustee Hobbs; 2nd by Trustee Griffiths; Motion carried]

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

*[Motion to exit Executive Session by Trustee Ridgeway; 2nd by Trustee Hobbs; Motion carried]
[Motion to adjourn by Trustee Stafford; 2nd by Trustee Hobbs; Motion carried]*

Adjournment 3:17 p.m.

(Depart for Shuttle to President’s Reception and DSU vs UD Men’s Basketball Game)

December 3

The BoT and Administrative Council (“AC”) session was convened by Chair Williams on December 3 at 9:08 a.m.

Morning Greetings

Dr. Devona Williams, Chair

A View from Tony

Dr. Tony Allen, President

(See Portal for PowerPoint Presentation)

Mr. Paul Brathwaite, chief strategist and lobbyist in Washington, D.C., provided a summary of the Build Back Better legislation and highlighted some of its provisions. The House passed the Bill on November 19. The Bill is now in the Senate. President Biden would like the Bill passed by year-end. Dr. Allen and 64 HBCU presidents and chancellors submitted a letter to Senate leaders articulating what passage of the Bill would mean to Universities.

Dr. Allen provided an overview of the following:

- 2021 Year End Update.
 - *July.* A 5-fold increase in our reserve to \$5MM. A 60% increase in our endowment to 40MM. Historic enrollment, retention, and graduation rates. A transformational \$40MM in private fundraising. A \$17MM increase in our research efforts. The acquisition of Wesley College
 - *August.* A \$10MM Reserve. An elevated national ranking. A \$36MM in additional federal support. A \$37MM addition to our grant and fundraising efforts. Historic enrollment, retention, and graduation rates. A transformation effort generating \$21MM bankable plan.
- Executive 18-Month Plan. *(See Portal)*
- Trends in Higher Education. Overall enrollment down 3.1% over the past two years due to COVID. Freshman enrollment down 9.1%. Black enrollment down 11.1%. White enrollment down 10.6%. Latinx enrollment down 5.5%. International enrollment down 21.2%. Student expectations nationwide: more flexible learning opportunities, more career resources, better communications, and customer service.
- Enrollment & International Programming *(by Tony Boyle):*
 - Fall 2021 total enrollment has reached a historic record of 5,649 (12.4% growth). Fall 2020 total enrollment was 5,027. Undergraduate enrollment for Fall 2021 is 4,848 (9.7% growth). Fall 2020 undergraduate enrollment was 4,419. Graduate students up 32%. DSU Online is up 38%. Freshman retention up 75%. DSU has 623 international students of which 449 are Ningbo students. There are 108 international students in the Ed.D/M.Ed. programs at Northeast Normal University and Changchun University of Science and Technology.

Action Items:

1. A focus on Black Male Initiative.
- The Road to Research 1 Status *(by Dr. Saundra DeLauder):* Eleven HBCU’s have R2 status but none have R1 status which is the highest status. Lab space is one of the major factors in moving DSU to R1 status. DSU needs to identify research focus areas that we think will attract new FTEs to the institute. Based upon the Carnegie classification requirements for R1 Status: determine research expansion areas and funding targets; determine number of FTEs in research priority areas; establish a research infrastructure to manage increased funding; determine doctoral granting programs and submit proposals to Faculty Senate for approval; establish a TA program; and determine support personnel.

- Talent Management (by Dr. Irene Hawkins):
 - Human Resources has successfully upgraded talent in key areas and continues to assess existing talent for upward mobility. Key Strategic Hires/Promotions mentioned were Ms. Alecia Gadson, Mr. Bernard Pratt, Dr. Cherese Winsted, Dr. Gwen Scott Jones, Dr. Akwasi Osei, Dr. Dawn Mosely, Ms. Tamara Stoner, and Dr. Francine Edwards.
 - Dr. Allen added that Ms. Moultrie was featured as one of the 40 Most Empowering Women in Business in Delaware.
- Athletics (by Alecia Gadson):
 - Women's Volleyball departed today for Boston College to compete in their first NIH national competition which begins tomorrow.
- Ebony Tie Affair was held last week. Of the 400 men who attended, 75 were DSU employees and students.
- Other Events. Tree Lighting, December 7; Gourmet Meal, December 8. Midnight Breakfast on December 9. President's Scholarship, Ball, December 11, is sold out. Baby Face is the featured artist.
- Dr. Steve Newton, presidential fellow, professor, and mentor is retiring. Dr. Allen will nominate him for professor emeritus in January.

Special Topics

Early College High School

Dr. Evelyn Edney

(See Portal for PowerPoint Presentation)

Dr. Edney was recently awarded "Administrator of the Year" and has received other national recognition. Dr. Edney provided the Board an ECHS Expansion overview.

- *Past Four Graduating Classes.* 2018, 71 graduates; 2019, 66 graduates; 2020, 73 graduates; 2021, 91 graduates
- *Scope of Expansion.* Add 7th & 8th grades. Increase enrollment from 425 to 625 (100 more students in each grade). Change in facility, to be determined. Name change: Early College School with High School and Middle School divisions.
 - Why an Expansion?
 - ECHS Programs across the county have attrition rate issues (38-40% per year)
 - ECHS seeking to build a stronger student in 7, 8 and 9th grades to prevent attrition in the upperclassmen grades
 - Capital School District is building two connected middle schools on the Old Dover HS property 9 (to open in 2023)
 - There is a need for a middle school in the area
- *ECHS At-A-Glance.* No college classes for 9th graders. College level courses begin in the 10th grade year. The 7th graders will only take 7th grade courses but will incorporate the Spring Board. The 8th graders will be able to take a high school course.
- *USED CSP Implementation Grant Awarded.* ECHS was awarded \$750,000 to work the expansion. There are five expansion committees: strategic management & finances; furniture & facility; resources & supplies; recruitment & retention; and curriculum & scheduling. There are strict grant allowable and non-allowable activities.
- *Timeline for Adding Grades.* School will start August 2022. Registration is January 2022 – March 2022. School Choice applications and Open Houses from November 2021 – January 2022.
- *Future Location:* Dr. Downing mentioned that architects and engineers have been engaged. By the end of the month there should be a narrowed down location for ECHS downtown.

Aviation

Dr. Michael Casson

(See Portal for PowerPoint Presentation)

Dr. Casson provided an overview of the following:

- *Aviation Program Snapshot*. Total students 2021-2022: 25. Total aircraft fleet: 22
- *Aviation Program Activities*:
 - AFJROTC Summer Flight Academy: Dates June 20-August 13; Total cadets 25
 - Aviation AABI Accreditation Taskforce led by Ms. Griffiths
 - Youth Aviation Career Exploration Day
 - Fundraising Aircraft Naming Convention: Florida Chapter and Mishoe Family are next for naming
 - Affiliations: Piedmont Airlines (9), CommutAir (0) United Airlines Aviate (7)
 - Flight Lab Fee Comparison: of the 12, DSU is #3
 - Aviation Program Projections FY2021-2029: The model assumes a 10% increase in enrollment
 - Aviation Partnerships and Initiatives: Alaska Airlines Partnership Agreement, Southwest
 - Training: Casson will look into helicopter training in Ningbo and info on drones

Sustainable Funding (SF)

John Ridgeway, Vice-Chair

Trustee Ridgeway provided a recap of SF conversation at the last retreat. The takeaway was to write a policy regarding sustainability strategy.

Action Items:

1. Table the conversation regarding SF until January 2022.

WRAP UP

Dr. Devona Williams, Chair

Summary of Action Items:

1. Board Engagement: need suggestions for board vacancies – f/u
2. Not look at unhealthy boards but create a new vision for what the health of the board should look like
3. Succession planning for the Board and administration
4. Naming policy for buildings
5. Finance: Capital budget
6. Academic: Data on academic KPI's
7. Alumni perception of success at DSU
8. Reaching out to Athletic reporter and getting more visibility
9. DEIJ statement
10. Follow up on gaps on Inspire; epilogue language; legislative changes
11. Male strategic initiatives
12. How to track intellectual property
13. Mapping out sequencing for Research 1 status

Good of the Order

- Dr. Harrington thanked Dr. Newton on his retirement and congratulated him on his service with visually impaired students.
- Trustees enjoyed the hybrid format of the retreat and being on campus. Trustees agreed that “What’s on your mind” will be a staple segment at all retreats.

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

[Motion to enter Executive Session by Trustee Whatley; 2nd by Trustee Stafford; Motion carried]

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

[Motion to enter Executive Session by Trustee Whatley; 2nd by Trustee Stafford; Motion carried]

Adjournment 1:03 pm

“IN-PERSON” ATTENDANCE

December 2, 2021

<u>Board of Trustees</u>	<u>Administration</u>
Dr. Devona Williams, Chair	Dr. Tony Allen, President
John Ridgeway, Vice Chair	Cleon Cauley, COO
Dr. Wilma Mishoe (<i>via WebEx video</i>)	LaKresha Moultrie, General Counsel, Chief Risk Officer
Margie Lopez Waite	Anas Ben Addi, CFO
Lois Hobbs	Alecia Gadson, Athletic Director (<i>via WebEx video</i>)
Dr. Debbie Harrington	<u>Other Staff & Guest Attendees</u>
Leroy Tice, Esq.	Curtis Winslow, Application Developer
Norman Griffiths, Esq. (<i>via WebEx video</i>)	Ogechi Onyeka, McKinsey & Company
Jocelyn Stewart	Ryan Golding, McKinsey & Company
Bernadette Dorsey Whatley	Charag Krishnan, McKinsey & Company
Harold Stafford	Guatam Sundaram, Perkins & Will
	Kent Amos, Perkins & Will
	Malcolm Davis, Perkins & Will

“VIRTUAL” ATTENDANCE

December 3, 2021

<u>Board of Trustees</u>	<u>Administration</u>
Dr. Devona Williams, Chair	Dr. Tony Allen, President
John Ridgeway, Vice Chair	Dr. Sandra DeLauder, Provost
Dr. Wilma Mishoe	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	Jackie Griffith, Special Asst. to the President, Director of Government and Community Relations
Bernadette Dorsey Whatley	Darrell McMillon, Chief Information Officer
Harold Stafford	Bernard Pratt, Associate VP Facilities Management, Planning & Construction
Esthelda Parker Selby	Alecia Gadson, Athletic Director
	Anas Ben Addi, CFO
	Steve Newton, Presidential Fellow for Media Relations and Executive Communications

	<u>Other Staff & Guest Attendees</u>	
	Kyle Spaulding, IT Support	
	Mr. Paul Brathwaite	Dr. Francine Edwards
	Dr. Akwasi Osei	Dr. Gwen Scott Jones
	Dr. Cherese Winstead	Dr. Michael Casson
	Dr. Dawn Mosely	Dr. Evelyn Edney