



DELaware STATE UNIVERSITY

**Minutes of the Meeting of the Board of Trustees of
Delaware State University, Thursday, January 23, 2020**

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DOVER, DELAWARE**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held its regular quarterly meeting on Thursday, January 23, 2020, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Claibourne D. Smith Administration Building on the Dover campus. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 8:43 a.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

BOARD MEMBERS	DELAWARE STATE UNIVERSITY
Dr. Devona Williams, Chair	Tony Allen, Ph.D., President
Mr. John J. Allen, Vice Chair (<i>via telephone</i>)	Dr. Sandra Delauder, Interim Provost
Dr. Debbie Harrington	Dr. Irene Hawkins, VP of Human Resources/Interim CAO
Mr. Leroy Tice, Esq.	Cleon Cauley, Interim COO
Ms. Jocelyn Stewart	Robert Schrof, CFO
Ms. Bernadette Dorsey Whatley	Dr. Stacy Downing, VP of Student Affairs
Ms. Esthelda Parker Selby	Dr. Vita Pickrum, VP of Institutional Advancement
Mr. Harold Stafford (<i>via telephone</i>)	Antonio Boyle, VP of Strategic Management
Ms. Lois Hobbs	LaKresha Moultrie, Interim General Counsel
Ms. Margie Lopez Waite	Jackie Griffith, Special Assistant to the President/ Director of Government & Community Relations
Dr. Wilma Mishoe	Darrell McMillon, Chief Information Officer
Gov. Michael Castle (<i>via telephone</i>)	Herman Wood, Associate VP Facilities Management, Planning & Construction (<i>via telephone</i>)
Mr. Norman Griffiths, Esq.	Curtis Winslow, Instructional Technology Systems Integration Coordinator

SWEARING IN CEREMONY

Dr. Devona Williams

- Tony Allen, Ph.D. was sworn in as the 12th President of Delaware State University. The oath of office was given by Dr. Williams as Dr. Allen was accompanied by his family.
- Dr. Wilma Mishoe, the 11th President of Delaware State University and President Emerita, was sworn in and reinstated as a member of the board of trustees. Dr. Mishoe will complete an unexpired term ending June 11, 2021.

CONSENT AGENDA

Dr. Devona Williams

- Minutes of the Board of Trustees meeting September 19, 2019
- Minutes of the Board of Trustees special meeting November 15, 2019
- Minutes of the Board of Trustees Retreat, December 5-6, 2019

[Motion to approve by Mr. Griffiths; 2nd by Ms. Selby; motion carried]

CHAIR'S REPORT

Dr. Devona Williams

- *Board Leadership Roles.* Vice Chairmen Allen and Ridgeway have been active in Men's Basketball and athletics. Trustee Whatley is co-chairing the President's Transition Committee (PTC). Trustee Stafford is a member of the PTC, and he chair's the Stakeholder Engagement Sub-committee. Trustee Waite has agreed to be on the Strategic Planning Committee. Trustee Selby has agreed to be vice chair of the Governance Committee. Chairwoman Williams will be the Middle States Accreditation Self-Study liaison for the working group on mission and goals. Dr. Harrington will be chairing the Provost Search Committee. Trustee Hobbs is the chair of the Student Affairs Sub-committee.
- *Chair's Student Circle.* In order for the BoT to become more engaged with students, Dr. Williams created the Chair's Student Circle (CSC). The CSC will consist of seven student members. A formal letter of invitation will be sent to each student. The inaugural CSC meeting will be held on March 19 at 11:30 a.m. The BoT were invited to attend. The CSC will join the BoT for lunch at 12:30 p.m. immediately thereafter.
- *January/February 2020 Issue of NACUBO's Business Officer.* During AGB's 2019 National Trusteeship Conference, Dr. Williams provided intriguing commentary at a focus group on the topic of sustainability and relevancy of higher education. As a result, NACUBO requested an interview with Dr. Williams which resulted in two articles highlighting DSU: January/February 2020 Issue of NACUBO's *Business Officer*:
 - Article 1: <https://www.businessofficermagazine.org/features/a-good-offense/>
 - Article 2: <https://www.businessofficermagazine.org/features/future-ready/>

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Mr. Leroy Tice**
 - Mr. Tice provided a brief overview of the January 9 AC meeting. He reported that the September 5 minutes were approved, a summary of CliftonLarsonAllen's (CLA) audit findings was provided, and Ms. Moultrie provided an ERM report. Mr. Tice referred the BoT to view the AC materials uploaded in the portal.
 - *FY2019 Audit Review (Mr. Michael Johns of CliftonLarsonAllen):* Mr. Johns reported the following:
 - CLA was engaged by DSU as an external auditor to perform an audit of the financial statements for the year ended June 30, 2019. CLA performed tests of transactions and various account balances to express an opinion on the financial

statements as prepared by management. CLA issued an unmodified audit opinion to DSU. CLA used three classifications of deficiencies: material weakness (highest level), significant deficiency (less severe), and deficiency (lowest level). DSU hired an external consultant to scrub books and records. As a result, Banner became the supporting ledger of record. Although this was a monumental positive shift for the institution, CLA was unable to perform its audit timely. CLA reported some material weaknesses and significant deficiencies. The audit for the federal student financial assistance cluster will begin next week. The submission deadline is March 31. CLA completed the NCAA agreed upon procedures by the January 15 deadline.

- Mr. Schrof reported that corrective measures are underway such as: monthly closings, implementation of yearend procedures, leveraging Banner, staff training by Ellucian, P-card restrictions, and hiring a senior level budget person. He is collaborating with the State regarding cash and plans to sign a new MOU.
- *ERM Update (Ms. Moultrie)*: Ms. Moultrie reported that over the past few months she has worked with Duffield & Associates to address some environmental concerns. She visited six sites to ensure that there was regulatory compliance and to assess the physical conditions of those locations in order to determine if there were any issues that needed to be addressed. She has received several applications in response to the job posting for an environmental health and safety director. Mr. Wood and Ms. Moultrie will complete the environmental safety and procedure manual by the end of the month.

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

- **Governance Committee (GC) – Mr. Griffiths**
 - Mr. Griffiths reviewed the January 9 meeting minutes. The committee will meet to discuss amendments to bylaws such as: terms of office, conflicts of interest, president emeritus status, and the treasurer’s role. The BoT matrix will be updated to provide additional information regarding skillsets and associations. The board chair requested that all board members send their bios/resumes to Mr. Griffiths. Ms. Moultrie will assist Mr. Griffiths with board lecture topics such as: confidentiality, conflicts of interest and Roberts Rule of Order. Mr. Griffiths will setup a time to meet with Ms. Moultrie to arrange lectures.

[Motion to approve GC Report by Mr. Tice; 2nd by Ms. Dorsey Whatley; Motion carried]

- **Student Success Committee (SS) – Dr. Harrington**
 - Action Item #1: Recommendations for Sabbaticals for 2020-2021.
[Motion to approve by Dr. Harrington; 2nd by Ms. Hobbs; Motion carried]
 - Action Item #2: Request for Authorization to Plan BA Liberal Studies Program
The goal is to support careers and interest and target non-traditional students and near completers.

[Motion to approve by Dr. Harrington; 2nd by Dr. Mishoe; Motion carried]

- **Action Item #3:** Request for Authorization to Plan Executive MBA Program for Summer 2020 targeting mid-career executives

[Motion to approve by Dr. Harrington; 2nd by Dr. Mishoe; Motion carried]

- **Action Item #4:** Request for Authorization to Establish: Certificate in Trauma Healing for Spring 2020.

[Motion to approve by Dr. Harrington; 2nd by Ms. Hobbs; Motion carried]

- **Information Items:**

- *Provost Search Committee.* The search will end on January 31. There are 16 viable applicants. The next meeting will be held on January 24.
- *ECHS.* Current enrollment is at 421. Although the high school is reportedly doing well, they are facing a challenge with transportation across the state. The transportation bill is extremely high.
- *International Programs.* The Ningbo Univ. of Technology has attracted approximately 400 students. Ten students performed research in Poland. International programs have been assigned to Mr. Boyle as well as ECHS.
- *Middle States.* The Self-Study design is due on March 20 and is 60% complete. There are seven BoT liaisons that will participate on each working group.
- *Education Advisory Board.* EAB will be utilized to grow the institution's adult learning programs. Dr. Allen informed the BoT that a proposal will be presented at the March board meeting for a 3-year contract totaling \$250k/year.
- *Student Affairs Update.* Housing plans will align with the new Master Plan. Ms. Hobbs and Dr. Downing will work collaboratively to change the student employment program and processes. At the next meeting on January 30, the committee will work on a timeline to complete plans for student employment.
- *Athletics Update.* Dr. Gines received a grant to start the Women's Triathlon 2020-2021 sport. This sport will begin in the Fall with 8 athletes. Ms. Gadson provided brief details regarding the new program. There will be increased focus on academics in the area of sports, specifically basketball, football, and women's golf.

[Motion to approve SS Report by Mr. Griffiths; 2nd by Dr. Mishoe; Motion carried]

- **Operations Committee (OC) – Mrs. Dorsey Whatley**

- *Facilities Update.* Critical vacancies will be filled by the end of February. The total asset management system (TAMS) will be implemented by mid-February. TAMS will allow facilities to track requests, have transparency, understand priority levels for requests. There is a short- and long-term plan to clean up the gym. Mr. Cauley added that the bleachers need to be cleaned without damaging the wood floors. No date has been established for the short-term plan. Mr. Wood added that he is investigating other options that will prevent the wood floor from being damaged.
- *Finance Update.* During the January OC committee meeting Mr. Schrof reported the operating results through the end of December 2019. He reported that the university

had a positive variance position and collected 62% of its revenue that was budgeted for FY20. In the area of accounts payable, the goal is to have 95% of the invoices paid within 45 days of receipt. Mr. Boyle mentioned that \$286k was collected as of January 7 by in-house collections.

Mr. Schrof reported that total revenue is currently \$86.5M (July 1 thru December 31). The budget was \$84.6M, so actual to budget is running at 102%. Total expenses is currently \$58.3M (July 1 thru December 31). The actual to budgeted amount was \$62.4M, so actuals to budget are 93%. Between October 31 to January 9, the Accounts Payable department was able to reduce 87% of the 90 plus open transactions. So, they decreased 1366 transactions down to 171 as of by January 9. The 171 transactions are made up of 6 transactions which are debits and credits related to travel which will be reconciled. The accounts payable department has worked diligently to resolve these invoices. The remaining invoices should be resolved by the next board meeting. Mr. Schrof specifically applauded the efforts of Ms. Shenequa Harris, the accounts payable supervisor.

Mr. Schrof further reported that \$7.6M in gross tuition and fees was received for December 2019. On December 16, the institution received a drawdown in the amount of \$2.8M from the federal government. On December 20, the institution received an Inspire check for approximately \$1M. There was \$1.2M collected for student accounts from November 19 through December 20. The aggregate amount was about \$5M. On January 6, the institution also received \$57k (Ningbo) and \$366k (Changchun).

Mr. Boyle reported that on the January 27 additional funds will be drawn down. Two additional employees were added to the collections area. Mr. Boyle also thanked Mrs. Whatley and Mrs. Stewart for their assistance in the areas of collections and customer service.

- *Technology Update.* Ellucian received DSU's 6-month notification to cancel its agreement which will end in June 2020. An RFP will be developed to submit for new services which include Banner and staff training. The bandwidth upgrade for students will be completed by March 2020.

[Motion to approve OC Report by Ms. Hobbs; 2nd by Dr. Harrington; Motion carried]

- **Innovation & Sustainability Committee (I&S) – Dr. Williams**
 - *Endowment Update.* The total is currently \$27,325,470M.
 - *Scholarship Awarding.* As of December 31, students received \$2.8M from private scholarship funds for the academic year.
 - *Campaign Update.* Total funds received to date is over \$13M. The endowment goal has increased from \$30M to \$100M. Ms. Selby will be assisting with work in Sussex county.

- *Foundation Management.* There are 643 gift accounts and 104 of those are endowed accounts.
- *HBCU Philanthropy Symposium:* DSU has hosted the event twice. The Annual HBCU Symposium is scheduled for June 22-26, 2020. Recently DSU applied for a patent to authorize the HBCU Symposium as a registered trademark of DSU.
- *Scholarship Ball.* There was record attendance. Stephanie Mills was the featured artist and received rave reviews. Nearly 700 people attended the Ball, including several trustees. The event raised over \$220k. Special congrats to Dr. Pickrum and her team.
- *Grants Management.* Institutional Advancement manages over 35 active grants. The Office of Sponsored Programs has increased its research portfolio by 21% (\$23M). Dr. Melissa Harrington continues to do a great job in that area.
- *New Initiatives.* Dr. Casson has started a new initiative to leverage DSU's assets in downtown Dover; so that, the institution can have a downtown Dover campus. This will include the Schwartz Center and the building donated Trustee Emeritus Rick Barros. Dr. Casson reported that he has formed a new partnership. He plans to create a shared workspace and workforce development for the downtown Dover district, located in a building on the corner of Division and New Street (2nd and possibly 3rd floor). The name will be called C.U.R.E. Center for Urban Rejuvenation and Entrepreneurship. Drs. Williams and Pickrum met with Diane Laird who runs the downtown Dover partnership. Ms. Laird is working with the staff of Institutional Advancement to have a greater downtown presence (i.e. having a bookstore on Main St., activities at the Schwartz Center, etc.)
- *Upcoming Conferences.* San Diego to attend AGB 1/25-1/28; Drs. Pickrum, Wallace Simms and Williams plan to attend the AGB conference in San Diego on January 25-28. Dr. Pickrum was named a member of a newly formed advisory council for AGB. Drs. Williams, Allen and Pickrum will attend the Annual CASE conference on April 1 through April 3 in Washington, DC. Dr. Pickrum is chair of the conference. Drs. Allen and Williams will have a prominent role at the conference.

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

- **Executive Committee (EC) – Dr. Williams**
 - Dr. Williams reported that at the last EC meeting Mr. Cauley provided a high-level overview of the Master Plan, and Dr. Allen shared his presidential goals for 2020.

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

PRESIDENT'S REPORT

- Tony Allen, Ph.D., President, reported the following (*refer to portal for written report*):
 - Dolce Carrere was the first Dreamer to graduate from DSU. She plans to be an immigration attorney. She graduated with a 3.4 GPA and majored in political science. There are about 150 Dreamers on campus. The full cohort will graduate in the Spring of 2020. DSU is the

#1 choice for Dreamers in the U.S. DSU has also established a partnership with DCAP. This partnership will help DSU double its enrollment for FY2020.

- *Day 1 Presidential Launch.* Special thanks to Ms. Dawn Mosely and Mr. Steve Newton who ran point and made sure DSU was visible in many spaces throughout the state (i.e. Delaware State News, Gazette, News Journal, Op-ed in Delaware Business Times, and other rolling articles since that time). There were over 200k media impressions, and 1MM engagements across various news, online and social media outlets. In FY19, media impressions were at 16MM. The goal is to grow that number to 30MM for FY20.
- *Men’s Basketball and Football Suspension Announcement.* The goal was to have alumni engagement and transparency. Dr. Allen, Dr. Gines, Mr. Cauley and Coach Skeeter spoke to the basketball team prior to discussions with alumni. Afterward, spent time with Mr. Joel Coppadge, a former member of DSU’s basketball team, regarding the news. Mr. Coppadge proceeded with organizing a meeting with other basketball alumni before the official correspondence was circulated publicly. The DSU basketball team won against last year’s MEAC champs.
- *2020 Presidential Goals.* 1) Building Financial Health, 2) Setting Strategic Direction, 3) Enhancing University Profile and 4) Evolving Culture (*See Portal details*)
- *National SAFE CAMPUS.* The DSU Police Dept. ranked number 14 out of 25 university police departments in the U.S. The President and BoT thanked and applauded the DSU Police Dept. for all their hard work and dedication.
- *Delaware Business Times “90 Ideas in 90 Minutes.”* The president was one of nine featured leaders from various industries to share philosophical ideas.
- *Upcoming Events (See Portal details).* A video clip of the January 22 President’s Reception was shared with the BoT.

NO PUBLIC COMMENTS: None

ANNOUNCEMENTS

Dr. Devona Williams

- Founder’s Day, Dover campus MLK, February 6, 2020, 11:00 a.m.
- CASE Conference, Washington, DC, April 1-3, 2020
- AGB National Conference on Trusteeship, Washington, DC, April 5-7, 2020
- Board Committee Meetings, March 5 and 12, 2020
- Board of Trustees Meeting, March 19, 2020

[Motion to go into Executive Session by Mr. Tice; 2nd by Ms. Hobbs; Motion carried]

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

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

ADJOURNMENT 11:35 a.m.