



DELaware STATE UNIVERSITY

**Minutes of the “Virtual” Meeting of the Board of Trustees of
Delaware State University, Thursday, March 19, 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, March 19, 2020, virtually via WebEx. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 1:35 p.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

ATTENDEES

STATE OF DELAWARE

Governor John Carney

BOARD MEMBERS

Dr. Devona Williams, Chair
Mr. John Ridgeway, Vice Chair
Mr. John J. Allen, Vice Chair
Dr. Debbie Harrington
Mr. Leroy Tice, Esq.
Ms. Jocelyn Stewart
Ms. Bernadette Dorsey Whatley
Ms. Esthelda Parker Selby
Mr. Harold Stafford
Ms. Lois Hobbs
Ms. Margie Lopez Waite
Dr. Wilma Mishoe
Mr. Norman Griffiths, Esq.

DELAWARE STATE UNIVERSITY

Tony Allen, Ph.D., President
Dr. Sandra Delauder, Interim Provost
Mr. Cleon Cauley, COO
Mr. Robert Schrof, CFO
Dr. Stacy Downing, VP of Student Affairs
Dr. Vita Pickrum, VP of Institutional Advancement
Mr. Antonio Boyle, VP of Strategic Management
Ms. LaKresha Moultrie, General Counsel
Ms. Jackie Griffith, Special Asst. to the President,
Dir. of Government & Community Relations
Mr. Darrell McMillon, Chief Information Officer
Mr. Herman Wood, Associate VP Facilities
Management, Planning & Construction
Ms. Alecia Gadson, Sr. Assoc. Athletic Director,
Senior Woman Administrator

GOVERNOR CARNEY’S COVID-19 UPDATE

Gov. Carney provided an update to the BoT regarding COVID-19 in Delaware. One week ago, Delaware reported its first positive cases originating from the University of Delaware. The objective will be to flatten the curve to lessen the spread. On March 12, a state of emergency was declared. All schools K-12 were closed for two weeks to prepare for remote instruction, disinfect areas and provide nutrition. Christiana Care tested 356 individuals last Friday in a drive-thru testing site at Frawley Stadium. There was a total of 11 positive cases, of which 7 were

Delawareans and 4 were from other states. Currently, there are 26 positive cases in Delaware (NCC: 26; Kent: 3; Sussex: 3). There will be more positive tests, because more people are being tested. There has been a limitation on the number of tests available; therefore, testing has been done only on individuals who had direct contact with someone who tested positive, seniors over 60, and individuals who traveled and had flu-like symptoms. The State intends to coordinate more site testing in all three counties. For those who have Medicare and Medicaid, testing is free. Most State employees are operating remotely. Bars and restaurants have been closed. Gatherings of 50 people or more are required to be cancelled. Childcare facilities will remain open. The infection rate among children has been low. Everyone was urged to take care of the elderly, self-isolate, keep 6 ft. distance away from others, wash hands, stay home and avoid large gatherings to help reduce the spread of the virus. There may be a need for more ICU beds and ventilators, since the virus affects the lungs and the respiratory system. There's a shortage of ventilators in Delaware and in the national stockpile. A shelter in place has not been ordered for Delaware. The goal is to keep as many people working as possible. The State has over \$250M in revenues and a reserve of \$131M in the bank. However, the State will lose significant revenue during this crisis. Gov. Carney thanked DSU for its service to the State.

THE UNIVERSITY'S COVID-19 UPDATE

Dr. Tony Allen gave accolades to Ms. Moultrie, Ms. Stoner and the entire administrative team for their work thus far on COVID-19. He shared a PowerPoint presentation and provided a brief overview regarding:

1. *COVID-19 Global Situation.* Over 200,000+ confirmed cases in 144 countries. Global supply chains are under extreme stress. In the U.S., potential impact estimates: \$2.7-\$3.5 trillion. Dr. Allen has contacted the entire congressional delegation in DE regarding the packages that they are preparing.
2. *COVID-19 Delaware.* Currently, there are 30 confirmed cases. Test results are still arriving. Test kits are limited. A limited state of emergency is in effect. Gatherings of 50 or more have been reduced to 10. All large meetings and events at DSU have been postponed. The campus is no longer open to the public.
3. *Symptoms/Precautions.* Symptoms: fever, cough, shortness of breath, fatigue, aches & pains, sore throat and headaches. Precautionary Measures: avoid large gatherings, continue social distancing and wash hands.
4. *COVID-19 University Priorities.* Maintain safety, continuity and transparency. DSU is using all channels to continue the flow of communication. Ms. Mosely and Dr. Newton were applauded for their work on overall communications and the website landing page.

Ms. Moultrie reported the following:

1. *Enterprise Risk Management:*
 - a. *Processes and Routines.* ERM dept. has participated in DEMA calls/meetings and updated the pandemic response plan. The response team meets once a day with daily updates to the BoT.
 - b. *Consistent Areas of Focus.* Safety of the community, academic continuity and maintaining essential operations.
 - c. *Measuring Effectiveness.* 1444+ courses transitioned to online within 5 days; 90% reduction in student footprint (2000+ to <200 students); 67% reduction in employee

footprint (900+ to <200 employees); 70+ devices issued to staff/faculty for telecommuting; and 100,000+ hits on university communications.

2. *Specific Focus Areas:*

- a. *Residence Life/Student Affairs.* Housing is stable with 185 students on campus; Student Health Center, Counseling Center and peer counselors are available onsite and remotely. Dining services and the Food Pantry are accessible to students. Mr. Boyle reported that all international students have been contacted and housing accommodations have been made for those residing locally.
- b. *Academic Affairs.* Online learning went live on March 18. Dr. DeLauder is working on ensuring technology accessibility for students, and she holds regular meetings with deans/chairs. A faculty forum will be held next week. The AVP and the dean of CAST is working on a continuity plan to avoid losing any research funding and ensuring all deadlines are met.
- c. *Enrollment Management.* Virtual tours, orientations and online materials have been developed.
- d. *Business & Finance.* All work-related travel has been suspended. Travel cards have been deactivated. P-cards have also been deactivated with the exception of cards assigned to the executive and research teams. A limited number of employees report to campus to process payroll, receiving and escalations.
- e. *Human Resources.* HR has been successful in maintaining communication with employees.
- f. *Facilities/Operations.* Staff has been reduced in both areas. No more than ½ of their staff is on campus at one time. Facilities has worked with dept. leaders to make sure areas are kept clean as well as continue to address daily campus needs (i.e. blacktop resurfacing, sidewalk restoration, landscape, etc.). The Child Lab remains open per the guidelines of DHSS.
- g. *Communications.* The priority is outreach to students to keep them engaged in online learning. Students have received emails, texts and social media alerts. A student survey is being conducted regarding the online transition.

3. *Supporting a Reduced Residential Population.* The University will determine the need(s) of the student, provide medical care and counseling as needed, and provide food service. The Food Pantry has a partnership with the DE Food Bank. Non-perishable items are needed. Care packages will be prepared for students who request needs. Chaplain Pam will oversee the Food Pantry. Go to www.desu.edu/give to give monetary donations or send a check to Dr. Pickrum.

4. *Communications Cadence.* There has been ongoing communication to the University community from March 10 through March 19 regarding COVID-19. DSU uses various methods of communication (i.e. texts, device alerts, social media, landing page, forum and calls).

5. *Financial Impact & Contingencies:*

- a. Short-term (March 16 – April 5): \$2,937,973 (housing, meal plans, telecommuting/tech for each employee, and online learning costs of tech instruction)
- b. Long-term (March 16 – May 8): \$4,553,829 (housing and meal plans)
- c. Contingencies: Cost of attendance credits (COAC) and federal stimulus. Dr. Allen stated that two stimulus packages have already passed, and a third package is in development which will include bailouts for large industries and higher eds/HBCUs. DSU sent a letter

to Delaware's congressional delegation, Rep. Alma Adams (Chair of HBCU Caucus leader) and Karen Bass (Chair of Black Caucus) outlining our needs and estimated impacts with regard to COAC and research portfolio. Dr. Allen also participated in two calls with APLU and UNCF/Thurgood Marshall.

6. *Engagement Plan/Timeline:*

- a. *Next 30 Days.* Daily meetings will continue with the response team. Online instruction and telecommuting will proceed. No on-campus events. A return to campus plan to have student obtain their belongings will be discussed.
- b. *60 Days.* April 30, last day of classes; May 8, final grades due; May 16, commencement. A plan will be developed for Summer School/Academy
- c. *90 Days.* A plan will be developed for transitioning back to normal operations.

7. *Big Questions:*

- a. *How will we handle the rest of semester (including graduation)?* The Governor's order was updated on March 16 to limit public gatherings of more than 50. This order will determine how the University will move forward with graduation.
- b. *Will there be impacts to our Middle-States Accreditation timeline?* The visit with Dr. Hilda Colon has been canceled. The design report will be timely filed on March 20. The accreditation process should not be impacted.
- c. *What will be the impact of COVID-19 on the University over the long term?* The leadership team will continue to mitigate any negative financial impacts. Telecommuting has helped the university optimize its resources.
- d. *What are the protocols if someone associated with the University contracts COVID-19?* The process is being developed. Student Affairs is working to identify quarantine areas and transportation resources. Dr. Allen sent the board an emergency succession plan on March 18.

Dr. Allen recommended to the full board that we will not have students return to campus for the rest of the semester as well as postpone our Spring 2020 commencement. The board did not oppose. Dr. Allen will proceed with the announcement on next Tuesday to University stakeholders.

CONSENT AGENDA

Dr. Devona Williams

- Minutes of the Board of Trustees meeting January 23, 2020
[Motion to approve by Ms. Selby; 2nd by Mr. Griffiths; motion carried]

CHAIR'S REPORT

Dr. Devona Williams

- *Chair's Student Circle.* There will be a virtual meeting held before the end of the semester.
- *Committee Membership.* Dr. Mishoe joined the Operations and Innovations & Sustainability committees.

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Mr. Leroy Tice / Ms. Lopez-Waite**

Ms. Lopez Waite provided a brief overview of the March 5 AC meeting. Overall, the audit report didn't reflect all the positive work that the finance team has done. Mr. Schrof stated that he will provide the auditor with additional information for the A133 audit by March 20. The P-card audit findings were not due to card misuse. The P-card audit covered the period of July 1, 2017 – June 30, 2018. The goal is to submit the 990 report on time in mid-April. The audit calendar was presented to the AC for review. In February, the ERM team did a full audit of emergency and hazardous chemicals on campus. The report was timely filed. The internal auditor interviews have been completed, and a candidate has been identified for hire.

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

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

Mr. Griffiths gave a brief overview of the GC meeting on March 5. The GC will conduct a brief lecture regarding conflicts of interests and confidentiality to the BoT at a future board meeting. The BoT surveys regarding backgrounds and experiences will also be discussed at a later date. The GC was provided with an updated list of committee assignments for 2020.

[Motion to approve GC Report by Ms. Hobbs; 2nd by Mr. Ridgeway; Motion carried]

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

- Action Item #1: Recommendations for Promotion and Tenure for 2020-2021
[Motion to approve by Dr. Harrington; 2nd by Ms. Hobbs; Motion carried]

- Action Item #2: Recommendation for Request to Plan Integrated Ph.D. Agriculture, Food and Environment
[Motion to approve by Dr. Harrington; 2nd by Ms. Hobbs; Motion carried]

- Information Items:

- *Center for Global Africa and Center for Political Awareness*. Dr. Harrington referred the BoT to view the report in the portal.
- *Student Affairs on Student Employment*. Ms. Hobbs, Drs. Downing and Hawkins are working on determining the number of students not in compliance with work hour requirements.
- *Athletic Sub Committee (ASC)*. Dr. Harrington referred the BoT to view the report in the portal regarding conference membership benchmarking.
- *Middle States*. The accreditation process is not expected to be delayed.
- *Housing*. Ms. Hobbs referred the BoT to view the report in the portal.

[Motion to approve SS Report by Ms. Hobbs; 2nd by Mr. Allen; Motion carried]

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

Mr. Ridgeway reported that at the March 6 OC meeting, it was noted that a lot of progress has been with P-cards and paying aging invoices. Also, Gov. Castle recommended that facilities setup campus tours to view deferred maintenance. The tours will be delayed until after the COVID-19 crisis has been averted.

- Action Item #1: Athletic Sub-Committee: Dovington Training Center Contract

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

- Action Item #2: The National Institutes of Health Grant
[Motion to approve by Dr. Mishoe; 2nd by Mr. Ridgeway; Motion carried]

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

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

- *Investment Portfolio Update.* The portfolio is currently at \$25,727M.
- *Special Foundation Board Meeting.* This meeting will be held on March 20. Goldman Sachs will be part of this meeting.
- *Scholarship Awarding.* As of the end of February, about 650 students were awarded scholarships.
- *I&S LLC.* The staff is working to establish this LLC to support contracts and bring in additional revenue.
- *Transition Committee.* The team is continuing to achieve success toward the President's 4 pillars: culture, communication, stakeholder engagement and development. Each pillar has a committee. Mr. Stafford leads the stakeholder engagement committee. The transition website is www.desu.edu/presidential-transition. A welcome reception was held for the president which was very successful. The reception on March 23 has been canceled but will be conducted virtually later this month. The first virtual national alumni call was held on Feb. 17 and was very successful. There were over 300 participants. More activities will be planned to engage alumni and students. A letter is being prepared for aviation alumni from the president regarding the impacts of COVID-19 on the airline industry. JPMorgan Chase Advancing Black Pathways Engagement initiative is focused on education, developing and hiring more black talent, improving the financial health of black communities around the world, and investing in more black businesses/households. Dr. Allen stated that 250 students will take advantage of JPMorgan's internship/apprenticeship program over the next 4 years, and every incoming freshman and ECHS student will participate in the financial wellness program (2000 students/year).

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

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

- *Action Item: Approval of DSEU Refunding of 2011 Bonds for Saving*
[Motion to allow Dr. Tony Allen or his designee to execute and deliver all documents in order to permit the Sustainable Utility to issue its Energy Efficiency Refunding Revenue Bonds, Series 2020 (Taxable) and use the proceeds to refund its Energy Efficiency Revenue Bonds, Series 2011 thereby reducing the payments under its Installment Payment Agreement dated August 1, 2011. This transaction shall include the execution of all related documents presented to University's General Counsel and/or Chief Financial Officer with such further changes as may be made by an Authorized University Officer in consultation with Counsel by Dr. Mishoe; 2nd by Mr. Ridgeway; Motion carried]

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

PRESIDENT’S REPORT

- Dr. Allen reported the following:
 - *Interim Titles.* Interim titles have been removed from the CAO and COO as it pertains to Dr. Hawkins and Mr. Cauley, respectively. The University Secretary, Ms. Stoner, has been given the additional title of Director of Enterprise Risk Management.
 - *University’s Fiscal Health.* The University is currently in a positive financial position. The University has received \$4.8M from the Higher Education Economic Development Fund for outfitting the Wilmington campus and renovations to the Barros building. Thanks to Ms. Griffith for her work in this area.
 - *Hearings.* The Bond Bill and Joint Finance Hearings are complete and went very well.
 - *Public Square (Media).* Dr. Allen has a goal of 30MM impressions. There are 10MM impressions year to date. An article about DSU is expected to run in Forbes magazine in the near future.

NO PUBLIC COMMENTS

ANNOUNCEMENTS

- Board Committee Meetings, June 4 and June 11
- Board of Trustees Meeting June 18
- *Provost Search.* Dr. Harrington stated that Skype interviews will be held next week.

[Motion to enter Executive Session by Dr. Williams; 2nd by Mr. Allen; Motion carried]

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

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

[Motion to exit Executive Session by Mr. Griffiths; 2nd by Mr. Ridgeway; Motion carried]

[Motion to authorize the Administration to take action as discussed in the Executive Session by Dr. Williams; 2nd Mr. Allen; Motion carried]

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

ADJOURNMENT 4:48 p.m.