



DELAWARE STATE UNIVERSITY

Board of Trustees Retreat December 1-2, 2022

Minutes

The Board of Trustees (“BoT”) Retreat was convened by Dr. Devona Williams, Board Chair at 9:00 a.m. on December 1 in-person at DSU Downtown, Annie Jump Cannon House, 34 S. State Street, Dover, DE. A WebEx video option was also provided. The Retreat attendance lists are attached.

December 1 – Day 1

Welcome & Opening Remarks

Dr. Devona William, Chair

Dr. Williams provided an overview of the Retreat agenda. The purpose of the Retreat is to unite as a board and establish a clear vision and priorities for the upcoming year. The Retreat objectives are to build a collaborative team, overview the board’s governance role, create a shared understanding of critical issues, future direction, and priorities, and action plan with accountabilities for implementation. Dr. Williams led a brief discussion on key takeaways from the online AGB Trustee orientation. The board was asked to ponder what kind of board are we now, what kind of board do we need to be in the future to sustain our growth and momentum, and what kind of board leadership is needed to sustain our growth. DSU’s healthy board attributes include collective wisdom; creative and forward thinking; continued shared leadership; respect and trust; and board, education, succession planning.

Key Take-a-Ways Review

John Allen, Vice Chair

Trustee Allen provided an overview of key take-a-ways from the July 2022 Retreat.

- *Streamline Board Meetings to focus on strategic topic of interest.* The board will revisit the committee structure, length of meetings via consent agendas, and revisions to the bylaws.
- *AGB Trustee Orientation Training.* A total of ten board members completed the training.
- *Equestrian Comprehensive Review.* A review will be presented in the 1st quarter of 2023.
- *Schwartz Operationalization.* A director will be selected by the end of the week.
- *Naming Policy.* This key take-a-way was from a previous retreat. An update will be forthcoming.

Operations Committee Contract Approval: Children & Families First

**John Ridgeway, Vice Chair
Saundra DeLauder, Ph.D., Provost**

(See Portal for PowerPoint Presentation)

[Motion to approve the contract for Children & Families First as presented by Trustee Allen; 2nd by Trustee Whatley; Motion carried]

18-Month Plan Review

Tony Allen, Ph.D., President

(See Portal for PowerPoint Presentation)

Trends in Higher Education:

- *NIH Grant.* On November 30, 2022, the university received its largest award - the NIH \$18.4M grant. Special acknowledgement to Drs. Melissa Harrington and Sangeeta Gupta, the principal investigators, and 15 faculty members.
- *Volleyball Team.* The Volleyball team plays tonight in Nebraska for the national championship. The team won the MEAC championship.
- *9 Durable HigherEd Trends Amplified by COVID-19.* 1) the demographic cliff; 2) the diversity and inclusion; 3) affordability and value are misunderstood; 4) increasing recognition of student mental health needs; 5) greater adoption of remote learning and EdTech; 6) the future of work is now, and in an unprecedented downturn; 7) interdisciplinary research; 8) globalization is slowing and shifting; and 9) financial instability brings consolidation and stressors
- *Prior to COVID-19, online enrollment growth.* 35% of undergraduate students in postsecondary institutions have at least one distance education course in 2012-2018.
- *COVID-19 accelerated the adoption of remote and online learning.* Since COVID-19 nearly 100% of undergrad and grad students (20M+) learn remotely online through various formats and pedagogies and over 2400 higher education institutions have been forced to adopt a hybrid learning strategy.
- *Demand will grow for more technological, social, and emotional skills.*
- *STEM programs are seeing faster growth than other fields of study.*

18-Month Results:

- *Enrollment metrics:* 6200 current students as of Fall 2022; growth rate 33% over 5 years; and 10% growth year-over-year (from 5,649 in Fall 2021); *Operating Metrics:* 8.3% increase in operating revenue; 41% increase in the physical footprint; and 7% increase in total full-time employees (to 759 today)
- *Considerable progress along the 4 objectives:* building the whole student, enhancing operational, excellence, improving the physical plant, and securing a healthy financial future
- *The inaugural Customer Service Survey revealed actionable seps to improve customer service.* The goal for student, faculty, and staff satisfaction is 80%.
- *Improving Employee Culture.* Activities underway include continuing communication through regularly scheduled forums; built a transformation effort to identify emerging talent; enhanced our professional development curriculum; re-instituted and increased employee recognition programs.

The Board and Big Questions:

- *Intended Focus:* ensuring institutional vitality, managing serious risks, improving outcomes for students, strengthening civic education and democracy, grooming new higher education leaders
- *Recommendations to enhance board performance and partnership:* renewing the board's strategic focus; optimizing board meeting frequency and content; committing to ongoing certification and training; and ensuring key attributes in the next Chair of the board.
- *Key Questions:* Are we prepared for growth? Does our organizational culture allow us to transform and continuously improve? Does our resource allocation meet stakeholder demand? Does the board reflect our needs for expertise, advice, and counsel? Is the fiduciary responsibility of duty, care, and loyalty regularly assessed?

Facilitated Board Discussion

Artis Hampshire-Cowan, Esq.

*Succession, Operating Model, Shared Governance
(See Portal for PowerPoint Presentation)*

Ms. Hampshire-Cowan facilitated an extensive board discussion on succession, operating model, and shared governance. The board explored four key questions:

- What do I want DSU to have?
- What do I want DSU to do?
- What do I want DSU to be?
- How do I want my tenure to be remembered?

Board Self-Assessment and Skills Matrix
(See Portal for PowerPoint Presentation)

Norman Griffiths, Esq., Governance Chair
Kenisha Ringgold, Esq., Deputy General Counsel

Ms. Ringgold provided a summary of the board assessment process, review, and plan. Results can be viewed in the board's portal.

Executive Session

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

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

[Motion to exit Executive Session by Trustee Hobbs; 2nd by Trustee Allen; Motion Carried]

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

[Motion to adjourn by Trustee Allen; 2nd by Trustee Harrington; Motion Carried]

Adjournment 4:06 p.m.

Holiday Reception at the Schwartz

Advisory Councils, Funders, Key Volunteers, Community Partners
Performance by DSU Concert Choir

December 2 – Day 2

The BoT and Administrative Council (“AC”) session was convened by Dr. Devona Williams, Board Chair at 8:30 a.m. on December 2 in-person at DSU Downtown, Malmberg Hall, 19 N. Governors Avenue, Dover, DE. A WebEx video option was also provided.

Welcome and Recap Day 1

Dr. Devona Williams, Chair

(See Portal for PowerPoint Presentation)

The Chair provided a recap, and the board individually shared highlights from Day 1.

Day 1 Recap:

- Reviewed 9 durable higher education trends amplified by COVID-19
- Reviewed several challenges and key questions core to the board’s strategic function
- Reviewed actions to enhance board performance and partnership
- Reviewed Proposed Priorities: affordability; market ready students; growth mindset and related capacity; fiscal stability; quality offerings that match market demand; best-in-class student experience; operation excellence; and student-first mindset
- Reviewed Immediate Action Items:
 - Focused January 2023 meeting: vision, board chair succession, strategic priorities, and micromanagement definition
 - Formally agree on a governance model
 - Commence a comprehensive bylaws review
 - Finalize naming policy
 - Build strategy for board engagement in private fundraising
 - Stand-up intellectual property operating model
 - Create college-level customer service training to compliment enterprise-wide efforts
 - Replicate the Have, Be, Do, Tenure exercise for executive leadership, faculty, staff, and students
 - Develop financial sensitivity modeling

Braven

(See Portal for PowerPoint Presentation)

Aimée Eubanks Davis

Founder & Chief Executive Officer

Ms. Eubanks Davis provided an in-dept presentation on Braven’s unique model and impact on universities to bridge the education-to-employment gap primarily for low-income and first-generation college students. HBCUs are critical for closing the racial wealth gap. HBCU grads represent 20% of college grads nationwide, and 25% represent black STEM grads nationwide. The university has been in discussions with Braven over the past 18 months to launch its partnership in 2024. Braven will work directly with the university’s Career Services department and various corporate partners on student internships and professional development. Braven has a 90% on-time graduation rate, and students are supported up to six months after college graduation.

Foundation Update

(See Portal for PowerPoint Presentation)

Harold Stafford, Chair

Innovation & Sustainability Committee

Ms. Enid Wallace-Simms

Foundation Chair

Dr. Vita Pickrum

Foundation President

Trustee Stafford introduced Dr. Pickrum, Ms. Wallace-Simms, and Mr. Rojas to the board and administration. Dr. Pickrum and Ms. Wallace-Simms provided a comprehensive overview of the DSU Foundation and its purpose to the university. Refer to details in the portal.

Business Model Review & Working Lunch

Include updated Financials

(See Portal for PowerPoint Presentation)

Anas Ben Addi, Chief Financial Officer
Tony Boyle, Head of Strategic Enrollment

Mr. Ben Addi reported the following:

- Q1 FY23 Actuals:
 - Revenues: Budget \$150.8M, Actual \$88.1M, Variance 58%
 - Expenses: Budget \$150.8M Actual \$43.5M, Variance 29%
- FY22 Revenue Analysis:
 - Revenues: Budget \$135M, Actual \$162M, Variance 121%
 - Expenses: Budget \$135M Actual \$146M, Variance 108%
 - Non-operating revenue: \$66.7M, Operating: \$96.3
 - Institutional Discounts & Allowances: \$17.5M
- Landscape Analysis:
 - Regional / Delaware 4-year
 - Enrollment trends: DSU has seen unprecedented enrollment growth over the past 3 years (+11%) – 5,027 (2020), 5,649 (2021), and 6,233 (2022 preliminary)
 - Revenue trends: DSU total revenue growth outpaced that of other Delaware institutions (Goldey-Beacom, Univ. of DE, Wilmington Univ.) from 2018-2020
 - Tuition & Fees trends: DSU has the lowest tuition cost among Delaware institutions
 - Revenue distribution trends: Like DSU, select public HBCUs rely more on government grants, contracts, and state appropriations compared to Delaware institutions
 - Public HBCUs:
 - Enrollment trends varied across select public HBCUs from 2018-2020. DSU and NCA&T State University had enrollment growth from 2018-2022.
 - Total revenue trends increased across all select public HBCUs from 2018-2020. DSU total revenue had the highest growth rate among select public HBCUs from 2018-2022.
 - Tuition and Fees Trends: Tuition increases remained relatively flat across select public HBCUs from 2019-2021
 - Revenue distribution trends: State appropriations accounted for a smaller percentage of DSUs revenue distribution, compared to select public HBCUs
 - Enrollment trends declined across the region from 2018-2020
 - Revenue distribution trends: Tuition and fees have increased as a percentage of overall DSU revenues between 2016-2020.

Customer Service

(See Portal for PowerPoint Presentation)

Annette Turlington, Customer Service Exec.
Tony Boyle, Head of Strategic Enrollment
Ryan Golding, McKinsey Consulting

Ms. Turlington and Ms. Golding provided an overview of the Customer Service initiative at the university which included:

- Context: level setting our past:
 - DSU has established the Customer Service Center of Excellence (CS COE) to address historical customer service challenges. All employees are required to undergo formal customer service training.
- Our present: current state of our stakeholder engagement and service

- July 2022, an inaugural Customer Service Experience Survey was issued to university stakeholders
- 4 Focus Areas: routing mitigation; business cycle and volumes to enable staffing; call center integration; and effective email, phone, and web utilization
- Our future: our action plan and next steps to accelerate service
 - The university will use a routing system which uses self-service up-front and utilizes CS COE and department support to resolve remaining queries. A Verizon telephony system and CRM will be leveraged to support operations as well as a better trained staff to provide high-quality service. Additional full-time COE staff.
 - 3 Ways to Leverage Automation to Stakeholders: 1) DSU Hub App, 2) Banner self-serve system, and 3) CRM system
 - Dr. Mosley and Mr. Winslow provided a brief overview of the DSU Hub App. created by Mr. Winslow. Dr. Mosley also discussed L.I.F.T. a collaborative MarComm initiative she created in 2021.

Wrap-Up / Adjourn

Devona Williams, Ph.D., Chairwoman

Action Items will be combined and shared with the Board and Administration.

Additional action items include:

- Innovation & Sustainability: campaign update
- Ops/Finance: Cash Flow analysis for next reporting cycle
- Ops/Finance: Crisis budget line & disaster modeling
- Customer Service: College level trainings

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

[Motion to enter Executive Session by Trustee Allen; 2nd by Trustee Whatley; Motion Carried]

[Motion to exit Executive Session by Trustee Rossi; 2nd by Trustee Griffiths; Motion Carried]

(Note: Secretary Stoner was not present for Executive Session)

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

[Motion to adjourn by Trustee Rossi; 2nd by Trustee Tice; Motion Carried]

Adjournment 2:17 p.m.

ATTENDANCE

December 1, 2022

<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, Vice Chair	Cleon Cauley, COO
Lois Hobbs	Dr. Irene Hawkins, CAO & VP of Human Resources
Dr. Debbie Harrington	Anas Ben Addi, CFO
Margie Lopez Waite	
Norman Griffiths, Esq.	<u>Other Staff & Guest Attendees</u>
Jocelyn Stewart	Curtis Winslow, Assoc. Director of Mobile and Web Applications Development
Gov. Michael Castle	Kyle Spaulding, IT
Bernadette Dorsey Whatley	Kenisha Ringgold, Deputy General Counsel
Harold Stafford	Artis Hampshire-Cowan, Esq.
Dr. Wilma Mishoe	
Chip Rossi	

ATTENDANCE

December 2, 2022

<u>Board of Trustees</u>	<u>Administration</u>
Dr. Devona Williams, Chair	Dr. Tony Allen, President
John Allen, Vice Chair	Dr. Sandra DeLauder, Provost
Dr. Debbie Harrington	Dr. Irene Hawkins, CAO, VP of Human Resources
Margie Lopez Waite	Antonio Boyle, VP of Strategic Management
Lois Hobbs	Dr. Stacy Downing, CAO for DSU Downtown and VP of Strategic Initiatives
Leroy Tice, Esq.	Dr. Vita Pickrum, VP of Institutional Advancement
Norman Griffiths, Esq.	Anas Ben Addi, CFO
Jocelyn Stewart (<i>via WebEx video</i>)	Jackie Griffith, Special Asst. to the President, Director of Government and Community Relations
Bernadette Dorsey Whatley	Darrell McMillon, CIO
Harold Stafford	Bernard Pratt, Associate VP Facilities Management, Planning & Construction
Dr. Wilma Mishoe	Dr. Dawn Mosley, AVP of Marketing and Communications
Chip Rossi	
Gov. Michael Castle	<u>Other Staff & Guest Attendees</u>

	Curtis Winslow, Assoc. Director of Mobile and Web Applications Development
	Kyle Spaulding, IT
	Kenisha Ringgold, Deputy General Counsel
	Aimee Eubanks Davis, Braven
	Harry Johnson, McKinsey
	Kevin Dickerson, IT
	Joi Simmons, Deputy Chief of Police
	Enid Wallace Simms, DSU Foundation Chair
	Vincent Rojas, DSU Foundation Treasurer
	Annette Turlington, Director of Operations Center of Customer Service Excellence