Minutes of the Executive Committee of the Board of Trustees of Delaware State University, Monday, October 21, 2013

The Executive Committee of the Board of Trustees held its scheduled meeting on Monday, October 21, 2013 in the Drs. James C. Hardcastle & Cora Selby Boardroom of the Administration Building on campus. Chairman Smith called the meeting to order at 9:05 a.m.

MEMBERS PRESENT

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<th>Dr. Claibourne Smith, chair</th>
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<td>Mr. David Turner, vice chair</td>
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<td>Mr. Jose Echeverri –via telephone</td>
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<td>Mr. Charles McDowell – via telephone</td>
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<td>Mr. Wesley Perkins</td>
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<td>Mr. Jim Stewart – via telephone</td>
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<td>Dr. Devona Williams</td>
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OTHERS PRESENT

| Dr. Harry Williams, president |
| Dr. Teresa Hardee, vice president for Finance |
| Mr. Thomas Preston, general counsel |

Meeting Minutes

Chairman Smith asked if there were any corrections to the minutes previously sent to the committee. There were no corrections.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the September 16, 2013 meeting of the Executive Committee of the Board of Trustees.

The motion passed unanimously.

Chairman Smith stated that the meeting would deviate from the order of the agenda to allow Dr. Judi L. Coffield to present first.

Status/Update on Early College High School

Dr. Judi L. Coffield provided the committee information on her prior work experience and background. Dr. Coffield has more than 13 years of senior educational leadership in Delaware. She has held director positions with the Christina School District, the Delaware State Board of Education, a supervisory position at the Red Clay School District and administrative/leadership positions with the Department of Education. In addition, Dr. Coffield has substantial teaching experience in the Capital and
Lake Forest School Districts and the University of Pennsylvania.

She informed the Committee that she would be discussing the following areas:

- Budget
- Marketing
- Enrollment
- Charter Management Organization (CMO) and the
- Facility

**Budget**

Dr. Coffield indicated that the budget would be funded through three sources: grants, loans and State funds. She noted that $75,000 from the Rodel Foundation was earmarked for school leader salary. She stated that conversations with the Longwood Foundation and Welfare will begin regarding start-up funding support. Dr. Coffield noted five other upcoming grants: Gifted Education, Induction Programs, Charter School Innovation Funds, Consolidated Grant (Federal Entitlement Funds: Title I, II, III, IDEA, State PD, State 509 Funds) and Carl Perkins.

She further explained the process that would be taken to secure loans per Mr. Amir Mohammadi, executive vice president for Finance, and also any bond funding should a new facility be considered for construction at some point.

A great deal of discussion ensued regarding the budget, start-up cost, and the ECHS’s ability to operate independently. Some of the discussion areas/questions follow:

- What is the projected start-up cost?
- How much funding is needed for the first year?
- How much has been done on the fundraising side? Are there special grants available for charter schools?
- Have we made this attractive to educators?
- If the charter school can stand on its own, why wouldn’t DSU pursue this?
- If ECHS over or undersubscribed, what will then be followed?

Mr. Amir Mohammadi, executive vice president for Finance, provided a copy of the Charter School Application Budget Worksheet. Vice Chair David Turner stated that it was a good starter budget. He further stated
that President Williams has made the commitment to the faculty that resources would not be taken from the University to operate the school. The committee reviewed the budget worksheet and after further discussion concluded that all questions had been answered.

Marketing
Dr. Coffield distributed to the Committee the ECHS print materials that have been created in both English and Spanish. She noted that in addition to the tri-fold brochure and fliers, banners are also available. Fliers will be distributed at the Student and Parent Information Nights being held in November and December. Dr. Coffield showed the Committee a copy of The Delaware Application for Educational Options application along with the Student Contract of Commitment to the Early College High School at Delaware State University and its STEM Focused Curriculum. She noted that social media (Facebook, Twitter and the webpage: echs.dusu.edu) are all being utilized. DSU’s Institutional Advancement unit has produced all the marketing and communications thus far.

Enrollment
Dr. Coffield stated that the CHOICE application window is November 1, 2013- January 8, 2014. If more than 125 students apply a lottery must be conducted in late January. If less than 125 students apply, all those who have applied will be accepted and recruitment will continue until the 125 student target is met. By April 1, rosters must be sent to the Department of Education and feeder district for at least 80% of enrollment (100 students). Final rosters are due to each agency by May 1.

Charter Management Organization (CMO)
Innovative Schools was selected as the Charter Management Organization for ECHS. Two organizations: Innovative Schools and Building Hope bid on the contract. The ECHS Board of Directors heard presentations from both. Dr. Coffield and Mr. Mohammadi were asked to enter into negotiations with Innovative Schools. They negotiated a reduction in the proposal by approximately $500,000 and reduced the term of the contract to 2½ years with an evaluation/assessment and with an option to renew for two additional years.

Facility
Dr. Coffield stated that several options were considered for a temporary site for ECHS. The mobile buildings and the ETV Building were on-
campus options. The Blue Hen Corporate Center, Barefoot, Atlantic Book Warehouse and Computer Store were all off-site considerations. The ECHS Board of Directors approved to have Mr. Amir Mohammadi work with engineers to develop a cost proposal for a design to temporarily convert the first floor of the newly acquired Living and Learning Commons (formerly the Sheraton Hotel) for the ECHS. This would be a low cost temporary solution ($250,000-$300,000 estimated cost) which would be completely separate from residence life. Dr. Coffield noted that this option met many of the code requirements and public high school needs such as campus security, sprinkler system, firewall, kitchen, bathrooms, dining area, ADA accessibility, rear entrance, parking and bus drop-off.

President Harry Williams stated that Dr. Teresa Hardee, vice president for Finance, and her team have been involved in this process. He thanked Dr. Coffield for the thoroughness and noted that more reporting is expected as this effort moves forward.

**Update on Committee agendas for the academic year (Chairs)**

Chairman Smith asked each Chair to provide an update on his/her committee agenda for the academic year. Highlights of the reporting committees follow:

**Audit Committee – Mr. José Echeverri**
- Currently going through a complete audit which should be completed in a few weeks.
- Working on the Heat map which will be presented to Board at a later date.

**Student Affairs Committee – Mr. José Echeverri**
- Focus continues on students.
- Will continue to work to increase student satisfaction to include a focus on jobs and internships.
- Tying in risk on campus, looking at whether the campus is safe. Given the exposure of having increased numbers of minors on campus looking closely at the liability as well as risk related to access to buildings.

**Finance Committee – Mr. David Turner**
- Multi-year financial planning tradeoffs to achieve the budget
  
  **Due date:** End of fiscal year, **Status:** Two year budget complete with a third year to be added.
- Finance process re-engineering
  
  **Due date:** Ongoing, **Status:** Key processes have been redesigned and more on the way.
- Enable and Instrument the Cultural transformation towards performance –
based budgets

**Due date:** Ongoing, **Status:** Budgets are now in Banner and have been distributed to the Departments.

- Financials and executive Dashboards with decision support systems
  **Due date:** First draft by BOT Retreat, **Status:** Dashboard in progress

- Integration with the Master Plan and Buildings and Grounds Committee
  **Due date:** End of fiscal year, **Status:** Pro formas being developed for major projects and MCI spend plan under development.

- Expanded Finance Leadership by adding an experienced AVP for Finance.
  **Due date:** By January 2014, **Status:** Search underway

**Educational Policy Committee – Dr. Devona Williams**

- Major effort is to monitor Strategic Planning priorities.
- Close monitoring of Dashboard indicators and KPIs that are significant.
- Changing the formatting of the Board reports submitted by the faculty to be in line with KPIs.
- Continued efforts in Academic Quality – looking at KPIs, accreditations, and new programs.
- Internships are being pushed back to Student Affairs.
- Looking at international programs and how those programs align with the strategic plan.
- Search Committee for the Dean of the College of Business- selection of a candidate no later than July 1, 2014 with consideration of persons from the business world.
- Working with the faculty and Faculty Senate Chair Dr. Jan Blade on a new initiative related to first generation college students and the challenges these students face. A national program has been developed that includes a movie which facilitates discussion of this area. Volunteered to facilitate the event after the movie. Dr. Blade is working on involving members of the faculty in an interdisciplinary approach to bring the program to DSU. This program will open a discussion related to how faculty members can support first generation students. This collaboration is an outgrowth of an earlier discussion with the faculty on how DSU could enhance the college experience for students and uplift their grades.

**Buildings and Grounds Committee – Mr. Wesley Perkins**

- Master Plan – pulling all the activities together to complete the plan. A meeting is planned the first week in November to look at the latest information on the plan progress. This is a possible topic for discussion at the Board retreat.
- Consultants are working on the layout and developing the associated cost for the Early College High School after which the information will be passed on to Finance.
- Kirkwood has more work to be completed, looking at staffing issues and finishing the next phase of the building which should be completed by fall 2014.
• Developing RFPs for snow removal and landscaping for the University and looking at various alternatives to control the cost.
• Working on the Optics building phases. The mobile buildings should be removed from the site by year end.

Development and Investment Committee—Mr. Jim Stewart
• On the Investment side, the main focus during the fiscal year was the transition from BYN Mellon to Goldman Sachs which went well.
• The investment and spending rate policy guidelines were reviewed and approved with changes made by the new managing firm Goldman Sachs and the D&I Committee members.
• The goal is to get to the $10 million mark of the silent phase by end of 2013-14 fiscal year cycle anticipating donations from several large corporations.
• Will be seeking full commitment for giving from members of the Board.

Committee on Trustees – Mr. Charles McDowell
• Efforts are based on when terms become vacant, looking at possible opening in 6-8 months.
• Will be looking at Board self-assessments to be completed by members and discussions to take place with the Chair in the next four months.
• Rotations of Committee chairs will be determined by the new term limits. The Chair, Vice Chair and Mr. McDowell will discuss this.

Update on Cyber Security Assessment

Chairman Smith gave some background on why the concern surrounding cyber security. He noted that in previous conversations with Ellucian (formerly SunGard) the management stated that there were systems in place that were not part of their system and consequently were not being maintained by Ellucian. Chairman Smith requested that those areas be identified and a plan put in place to protect DSU’s cyber information.

Chairman Smith asked for the status of that assessment. Dr. Teresa Hardee, vice president for Finance provided an interim update.

• Cyber Risk information session will be held on November 7, 2013.
• Grant Thornton as part of their contract completes an Information Technology audit.
• The University invested in cyber insurance.
• All reports since inception (2010) are being reviewed. DSU will receive reports every month.
• Hire an external firm to look at vulnerability, see if the firm can penetrate DSU’s system. Reviewing a list of five possible vendors who can perform this service.
• DSU needs a paperless environment. Currently looking at 150 documents to be re-engineered. This process will start with Admissions and Human Resources. This is 90% complete.

• IT will conduct a workshop for faculty and staff next week regarding cyber security.

A brief discussion occurred regarding the location of sensitive information, whether employees understood their obligations for that information and if policies and procedures have been articulated to the population about what can and cannot be done with private information.

Dr. Hardee indicated that some of concerns expressed will be covered during Risky Business, Risk Management Week (November 4-8, 2013). This is a week focusing on risk management’s contribution to Higher Education. Events are planned for each day of the week.

It was proposed that another meeting be held in the near future to further discuss this topic.

**Recommendations for Sabbatical Leave**

Chairman Smith presented the five faculty members who were approved for Sabbatical Leave by the Educational Policy Committee at its October 18, 2013 meeting. He indicated that the applications were submitted on time, and that all applicants were supported by the Department Personnel Committee, Chairs, Promotion and Tenure Committee, Deans, Provost and the President.

Chairman Smith asked for and received a motion, duly seconded, to approve the Sabbatical Leave requests as submitted by the Office of the Provost and Vice President of Academic Affairs as presented.

The motion passed unanimously.

Chairman Smith asked for and received a motion, duly seconded, to adjourn.

The motion passed unanimously.

The meeting adjourned at 11:28 a.m.

Respectfully submitted,

Claibourne D. Smith, chairman

Eleanor Wilson, board secretary
DELAWARE STATE UNIVERSITY
DOVER, DELAWARE
ADDENDUM OF MOTIONS AND ACTIONS TAKEN BY
EXECUTIVE COMMITTEE OF BOARD OF TRUSTEES ON THE
MEETING OF OCTOBER 21, 2013

1. Approved the minutes of the regular meeting of September 16, 2013 of the Executive Committee.

2. Approved the request for Sabbatical Leave for Dr. Sheridan Quarless Kingsberry, associate professor, for fall semester 2014.

3. Approved the request for Sabbatical Leave for Dr. Hanson Umoh, professor, for spring semester 2015.

4. Approved the request for Sabbatical Leave for Dr. Steven Newton, professor, for fall semester 2014.

5. Approved the request for Sabbatical Leave for Dr. Roberta Tucci, professor, for fall semester 2014.

6. Approved the request for Sabbatical Leave for Dr. Mingxin Guo, professor, for fall semester 2014 (Five months from 8/1/14-12/31/14).

7. Approved adjournment.