Board of Trustees Meeting Minutes
September 15, 2011
DELaware State University
Dover, Delaware

Minutes of the Meeting of the Board of Trustees of Delaware State University, Thursday, September 15, 2011

The Board of Trustees of Delaware State University held its regular meeting on Thursday, September 15, 2011, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Dr. Claibourne D. Smith, chairman of the Board of Trustees, called the meeting to order at 1:35 p.m.

<table>
<thead>
<tr>
<th>Members Present</th>
<th>Others Present</th>
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<tr>
<td>Dr. Claibourne Smith, chairman</td>
<td>Dr. Harry L. Williams, president Delaware State University</td>
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<td>Mr. David Turner, vice chairman</td>
<td>Dr. Alton Thompson, provost and vice president for Academic Affairs</td>
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<td>Dr. A. Richard Barros – via telephone</td>
<td>Ms. Carolyn Curry, vice president for Institutional Advancement/chief of staff</td>
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<td>Mr. Robert Buccini</td>
<td>Mr. Amir Mohammadi, vice president for Finance and Administration</td>
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<td>Mr. José Echeverri</td>
<td>Mr. Kemal Atkins, vice president for Student Affairs</td>
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<td>Mr. Barry Granger – via telephone</td>
<td>Ms. Jane Helm, consulting vice president for Business Affairs</td>
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<td>Ms. Lois Hobbs</td>
<td>Dr. Nouredine Melikechi, interim vice president for research/dean, College of Mathematics, Natural Sciences and Technology</td>
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<td>Charles McDowell, Esq.</td>
<td>Thomas Preston, Esq., general counsel</td>
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<td>Mr. Wesley Perkins</td>
<td>Mr. Derek Carter, athletic director</td>
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<td>Mr. Bennie Smith</td>
<td>Dr. Bradley Skelcher, associate provost</td>
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<td>Mr. James Stewart</td>
<td>Ms. Genevieve Tighe, assistant vice president for Academic Affairs/Institutional Effectiveness</td>
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<td>Leroy Tice, Esq.</td>
<td>Ms. Natasha Adams, assistant to the president</td>
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<td>Dr. Calvin Wilson</td>
<td>Mr. Carlos Holmes, director of News Services</td>
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<td>Dr. Charlie Wilson, faculty senate chair</td>
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<td>Ms. Jessica Horton, DSU Student Government Association president</td>
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Chairman Smith welcomed the attendees and indicated that the meeting would follow the agenda as presented.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the June 9, 2011 and June 28, 2011 meetings of the Board of Trustees.

The motion passed unanimously.

Chairman Smith stated that there were two items from the Committee on Trustees: 1) Mr. Marvin E. Lawrence has elected to resign from the Board of Trustees effective September 12, 2011 and 2) Mr. Robert E. Buccini will be nominated to replace Mr. Lawrence. Chairman Smith introduced Mr. Buccini and then asked Mr. Charles McDowell to present the Committee on Trustees’ report. Mr. McDowell indicated that Mr. Buccini will be nominated to fill the unexpired term (to August 31, 2016) of Mr. Lawrence. Mr. McDowell stated that the Committee on Trustees, consisting of himself, the chair and vice chair, and in consultation with Mr. Stewart, were all in agreement that Mr. Buccini would be a great addition to the Board. Mr. Buccini would provide added expertise to the Buildings and Grounds Committee as DSU goes through the Master Planning process. Additionally, Mr. Buccini is active in community affairs and in recent years has been helpful in DSU’s fundraising efforts.

Mr. Buccini is co-founder of The Buccini/Pollin Group. As co-president, he is responsible for and leads the company’s office, residential, retail, and parking development activity.

Mr. McDowell made a motion which was seconded by Mr. Stewart to elect Mr. Robert E. Buccini to fill the unexpired term of Mr. Marvin E. Lawrence (August 31, 2016).

Mr. Stewart provided supporting comments discussing some of the work that Mr. Buccini’s firm has done in revitalizing Wilmington and New Castle County, as well as the numerous boards on which Mr. Buccini serves such as, chairman of the Wilmington Housing Partnership, trustee for Christiana Care Health System, former director and treasurer of OperaDelaware and member of the Board of Directors for the Vice President of the United States Residence Foundation.

Chairman Smith said the motion had been made and seconded and inquired if there were further comments. There were none and he asked that the vote be taken.

The motion passed unanimously.

Chairman Smith congratulated Mr. Buccini.

Chairman Smith stated that there were legal and personnel matters that required discussion in the Executive Session and that the Board needed to convene an Executive Session.
Chairman Smith asked for and received a motion that was seconded to meet in Executive Session to discuss legal and personnel matters.

The motion passed unanimously.

Chairman Smith convened the Executive Session at 1:50 p.m.

Chairman Smith asked for and received a motion that was seconded to reconvene the regular sessions of the Board of Trustees meeting.

The motion passed unanimously.

The meeting reconvened at 2:13 p.m.

Upon returning from Executive Session, Chairman Smith swore in Mr. Robert Buccini as the newest member of the Board of Trustees.

Chairman Smith stated that he had asked each Board chair to work with their respective committees in developing an agenda for the year. He asked the Board’s committee chairs to report on report on the agenda and goals during their committee reports, if they were ready to do so.

Chairman Smith called for the following committee reports:

**STUDENT AFFAIRS COMMITTEE (Mr. José Echeverri, chair)**

Mr. Echeverri stated that he was working to familiarize himself with the various units within the Student Affairs division. He briefly discussed the goals of Student Affairs. Mr. Echeverri noted that the Residential Education staff members were present and that Mr. Kemal Atkins, vice president for Student Affairs would introduce them. Mr. Atkins gave an overview of residence hall activity such as programs on academic success, healthy lifestyles, and safety. He reported that an important role of housing is to build a sense of community. He introduced Housing & Residential Education Interim Director Matt Fortune and his team. Mr. Atkins reported that housing was at 100% capacity and that the Conrad Dining Hall has been reopened. These were two notable achievements for Student Affairs.

There were no action items for Board approval.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Student Affairs Committee.

The motion passed unanimously.
EDUCATIONAL POLICY COMMITTEE (Dr. A. Richard Barros, chair)

In response to the request from Chairman Smith to the Board chairs to present goals for the year, Dr. Barros reported that the Educational Policy Committee’s goals for the fiscal year 2012 are the following:

- Improving scholarship and student retention
- Academic planning
- Performance-based budgeting
- DSU Kirkwood Highway facility
- Instructional effectiveness

A brief discussion ensued regarding the goals. Dr. Barros stated that the Committee would also continue the procedure of having various segments of the academic community come to the Committee meetings to discuss their activities.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Educational Policy Committee.

The motion passed unanimously.

THE DEVELOPMENT AND INVESTMENT COMMITTEE (Mr. James Stewart, chair)

Mr. Stewart stated that there continues to be positive momentum in the development area. He summarized the activities of Development and Investment as follows:

Investment

- Heard report from BNY Mellon on endowment performance. As of 8/31/11, $19.7M.
- Reviewed current guidelines for investment managers and made some strategy recommendations for both the endowment and federal matching funds portions of the portfolio.

Development

Annual giving campaign

- $2.5 million raised at end of campaign of June 30. This is a new record.
- Faculty and staff giving up to 35% from 26% in 2010 and 20% in 2009.
- Corporate and foundation contributions numbered almost 100, a gain of approximately 25.
• Approximately 500 scholarships awarded to sophomores, juniors and seniors from the annual fund—another record.

• Early giving to the Annual Fund is being encouraged. Those who donate by mid-October will have their names listed in the Homecoming program to encourage others. Handouts regarding this were distributed to each Board member.

The Development team is producing the sold-out, first-ever President’s Prayer Breakfast tomorrow, September 16, 2011, as well as planning a black tie President’s Scholarship Ball on December 10, 2011.

Mr. Stewart recommended that the Board members review the Institutional Advancement report in Tab 4 of the Board book for a full view of the forthcoming activities around fundraising and friend-raising.

There were no actions for Board approval.

Chairman Smith asked for and received a motion that was seconded to accept the report of the Committee on Development and Investment.

The motion passed unanimously.

BUILDINGS AND GROUNDS COMMITTEE (Mr. Wesley Perkins, chair)

Mr. Perkins stated that there is a lot of excitement regarding the Kirkwood property and the possibilities it opens for the University.

He indicated that in terms of goals for the year, the Building and Grounds Committee would be involved in the following:

• Selecting an architectural firm to develop the campus Facilities Master Plan
• Creating a regional campus
• Developing a maintenance plan for the University
• Reviewing processes and procedures
• Ensuring construction plans are being completed in a timely manner.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Buildings and Grounds Committee.

The motion passed unanimously.
THE FINANCE COMMITTEE (Mr. David Turner, chair)

Mr. David Turner stated that as of 6/30/11, the unaudited actual financial statement shows a surplus as follows:

- Total Revenues – $119,791,498
- Total Expenditures – $117,621,175

Mr. Turner reported that the total cash balance as of 8/31/11 is $9,751,101. He noted that the cash balances are in good shape.

Mr. Turner noted that a resolution approved through the Finance Committee on September 12, 2011 was being presented for a vote. He noted that the resolution captures the recommendation.

Chairman Smith asked for and received a motion that was seconded to adopt the Resolutions Authorizing Bond Financing to Purchase University Village Project and to Finance or Refinance Certain Other Capital Projects.

Mr. Charles McDowell provided supporting information for the Resolutions Authorizing Bond Financing to Purchase University Village Project and to Finance or Refinance Certain Other Capital Projects. Additionally, Mr. Turner indicated that given the historically low interest rates of the fixed rate bonds, this is a perfect time to execute this bond financing. After the discussion, Chairman Smith asked for the vote.

The motion passed unanimously

Mr. Turner noted other Committee highlights:

- An advisor is being sought to assist the University in identifying an insurance brokerage firm.

- Supplier diversity will be an agenda item at the next Finance Committee meeting. The Committee wants to ensure that all avenues are being explored to develop a strong diversity supplier program at DSU. The Committee will consider including the Office of Minority and Women Business Enterprises (MWBE) as an agenda item.

- There are a number of projects proposed for Information Technology. BANNER upgrade has been completed and other areas such as enrollment and compliance have been identified as priority.

- In the area of enrollment finances – bills were paid earlier this year, due in part to, the earlier packaging of financial aid and Inspire scholarship money.
There is a lot of energy around performance-based budgeting.

Mr. Turner stated that the final action item was the modification of the President’s employment contract. He presented the resolution as follows:

DELAWARE STATE UNIVERSITY
BOARD OF TRUSTEES
RESOLUTION REGARDING PRESIDENT’S EMPLOYMENT CONTRACT

WHEREAS, the Executive Committee has recommended that the University President’s employment contract be modified in certain respects;

NOW THEREFORE BE IT RESOLVED THAT the Chairman of the Board is authorized to negotiate an extension of Dr. Harry Williams’ contract to June 30, 2017, with current bonus and deferred compensation and fringe benefits to be competitive with peer group institutions, such exact terms to be approved by the Executive Committee.

Chairman Smith asked for and received a motion that was seconded to adopt the Resolution Regarding President’s Employment Contract.

The motion passed unanimously.

Dr. Smith noted that the approval of the contract modification is a high vote of confidence for the dynamic leadership that is being provided by Dr. Williams. Dr. Williams stated that he is humbled and grateful to be at DSU.

Chairman Smith asked for and received a motion that was seconded to accept the report of the Finance Committee.

The motion passed unanimously.

AUDIT COMMITTEE (Mr. José Echeverri, chair)

Mr. Echeverri presented all updated/modernized and approved University Policies and Procedures to the DSU Board of Trustees.
Mr. Echeverri indicated that the Audit Committee has two major goals that it would like to accomplish in the coming year:

- Introduce Risk Management
- Work on RFP processes – premium cost

Mr. Echeverri noted, as in the past, that Risk Assessment and Enterprise Risk Management are the new areas that Universities are exploring. He indicated that he continues to contact and visit other educational institutions.

There were no actions for Board approval.

**Chairman Smith asked for and received a motion that was seconded to accept the report of the Audit Committee.**

The motion passed unanimously.

**THE COMMITTEE ON TRUSTEES (Mr. Charles McDowell, chair)**

Mr. Charles McDowell stated that the Committee on Trustees has one more position to fill for the full Board of 15 members. He noted that the specific skills/representation needed:

- Fundraising
- Women
- High level education administration experience

Mr. McDowell stated that the additional goals for the coming year are as follows:

- Create a reservoir of candidates to be ready to fill vacancies
- Create opportunities for potential Board members to get involved with the University (e.g., Advisory Committees)
- Biannual Board assessment/performance review due by January
- Review/Create orientation plan for new Trustees

**Chairman Smith asked for and received a motion that was seconded to accept the report of the Committee on Trustees.**

The motion passed unanimously.
THE PRESIDENT’S REPORT (Dr. Harry Williams, president)

Dr. Williams indicated that he wanted to highlight and reinforce some items in his report. He gave a presentation titled “Positive Steps Toward Actualizing the Vision”. He noted that as with each presentation he wanted to put the University Vision Statement before the body, which he then read.

Following are highlights of the President’s Report.

Action Items

University Self Study
Summer – Winter 2011
April 2012
Review and finalize report with internal teams
On-site evaluation

Accreditations
November 2011 & April 2012
Fall 2012
November 2011
Nursing – NLNAC, CCNE
Social Work CSWE
College of Business - AASCB

New Strategic Plan
Fall 2011
January 2012
Winter –Summer 2012
Fall 2012
January 2013
Team review and refine goals, objectives, and strategies
Review by DSU faculty/staff
Further refinement with metrics and success indicators
Board of Trustees review
Revise and publish

Master Facility Plan
September 2011
Fall – Winter 2012
June 2012
Architect chosen
Planning committee meets with architect, campus input solicited
Recommendations by the planning committee submitted to the President
Achievement

- DSU moved up in Historically Black Colleges and Universities Rankings from #17 to #15. Spelman College remains number one. Source: U.S. News and World Report 2012 HBCU rankings.

- DSU had a record number of In-State freshmen students enrolled in 2011. As of September 13, 2011, 430 In-State students are enrolled compared to 251 in 2009 and 302 in 2010. 2011 is the first year of the Inspire Scholarship which contributed to the In-State student increase.

- DSU total enrollment has steadily been on the increase since 2007, with the exception of 2008 when there was a slight decrease. 2011 has been a record year in both graduate (480) and undergraduate (3,646) enrollment projected as of 8/18/11 compared to 382 and 3,374 respectively in 2007.

- The retention rates of the freshmen cohort increased from 62.9% in 2005 to 70.0% in 2010.

Dr. Williams indicated that the 2011-2012 Priority Areas are the following:

- **STEM**
  DSU received a $10M commitment from state funding which will be used for an Optics Research Facility at DSU.

  - In September 2011 the site selection will take place for Optics Science Center for Applied Research. A design firm will be selected in November 2011, with the ground-breaking occurring in September 2012 and facility completion in April 2014.

  - The Optics Science Center for Applied Research will house laboratories, an imaging facility, seminar rooms, offices and will serve as a technology business incubator.

- **Retention and Graduation**
  - Develop five-year strategic enrollment management plan;

  - Sustain programs like the HBCU Smile Project (funded by NSF) and Project Advance (funded by Walmart);

  - Focus on faculty engagement, academic advisement and learning communities.

- **Health and Wellness**
Dr. Williams also indicated that the 2011-2012 Focus remains on the following areas:

- Friend-raising
- Revenue generating
- International partnerships

**Friend-raising**
- Integrated marketing has allowed DSU to extend its outreach. Through social media (Facebook and Twitter), internal communication (eNews) external publications such as the *Echo* and the DSU website, along with an array of other marketing tools, DSU is enhancing its profile.

- Parents Day, Open Houses, Homecoming, and football games are all opportunities to connect with DSU’s students and parents, alumni, the local community, legislators, and corporations and to develop positive relationships.

- Mr. Kermit Blount, new head football coach, has led the Hornets to a 2-0 record with wins against VMI and Shaw.

**Revenue Generation**
- $2.5 million was raised in the Annual Giving campaign which enabled nearly 500 students to receive financial assistance.

- Alumni chapters are actively engaged in fundraising efforts e.g. 30th Annual Scholarship Luncheon in New Castle County, $10,000 gift from alumni.

- President’s Prayer Breakfast, September 16, 2011, was a sold-out event.

**International Partnerships**
- Vietnam National University has 44 students in DSU’s MBA program in collaboration with Vietnam National University.

- One hundred plus (100+) Chinese students will be on DSU’s campus fall 2011 for cultural and language training.

- Fifteen (15) DSU music and science students spent the summer in China.

- A MOU was signed with National School for Agriculture Training and Extension of Mauritania.

Dr. Williams gave an update on the Kirkwood Memorial U.S. Army Reserve Center. A task force will be assembled to gather constituent input on how to best utilize the facility. Recommendations are expected by April 2012. Some possible uses for the Center are the following:
• Academic programs
• Outreach
• Research
• Partnership
• Economic development

Dr. Williams emphasized the good things happening at DSU and encouraged the Board to share the good news with others.

Chairman Smith reminded the members that the next Board meeting would take place on January 12, 2012.

Chairman Smith asked for and received a motion that was seconded to adjourn.

The meeting adjourned at 3:23 p.m.

Respectfully submitted,

Claibourne D. Smith, Chairman

Eleanor Wilson, Board Secretary
DELAWARE STATE UNIVERSITY
DOVER, DELAWARE
ADDENDUM OF MOTIONS AND ACTIONS TAKEN BY
BOARD OF TRUSTEES ON THE MEETING OF SEPTEMBER 15, 2011

1. Approved the minutes of the meetings of June 9, 2011 and June 28, 2011.

2. Approved the motion to elect Mr. Robert E. Buccini to fill the unexpired term of Mr. Marvin E. Lawrence to August 31, 2016.

3. The Board went into Executive Session to discuss personnel and legal matters.

4. The Board reconvened in regular session.

5. Accepted the report from the Student Affairs Committee.

6. Accepted the report from the Educational Policy Committee.

7. Accepted the report from the Development and Investment Committee.

8. Accepted the report from the Buildings and Grounds Committee.

9. Approved the Resolutions Authorizing Bond Financing to Purchase University Village Project and to Finance or Refinance Certain Other Capital Projects.

10. Approved the Resolution Regarding President’s Employment Contract.

11. Accepted the report from the Finance Committee.

12. Accepted the report from the Audit Committee.

13. Accepted the report from the Committee on Trustees.