Board of Trustees Meeting Minutes
June 13, 2013
DELWARE STATE UNIVERSITY
DOVER, DELAWARE

Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, June 13, 2013

The Board of Trustees of Delaware State University held its regular meeting on Thursday, June 13, 2013 in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Dr. Claibourne Smith, chairman of the Board of Trustees, called the meeting to order at 1:30 p.m.

<table>
<thead>
<tr>
<th>TRUSTEES PRESENT</th>
<th>OTHERS PRESENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Claibourne D. Smith, chair</td>
<td>Dr. Harry L. Williams, president</td>
</tr>
<tr>
<td></td>
<td>Delaware State University</td>
</tr>
<tr>
<td>Mr. David Turner, vice chairman</td>
<td>Dr. Alton Thompson, provost and vice</td>
</tr>
<tr>
<td></td>
<td>president for academic affairs</td>
</tr>
<tr>
<td>Mr. John Allen – via telephone</td>
<td>Mr. Kemal Atkins, vice president for Student Affairs</td>
</tr>
<tr>
<td>Mr. Robert Buccini</td>
<td>Dr. Jan Blade, faculty senate chair</td>
</tr>
<tr>
<td>The Honorable Michael Castle – via</td>
<td>Ms. Carolyn Curry, vice president for Institutional</td>
</tr>
<tr>
<td>telephone</td>
<td>Advancement/chief of staff</td>
</tr>
<tr>
<td>Mr. José Echeverri</td>
<td>Dr. Teresa Hardee, vice president for Finance</td>
</tr>
<tr>
<td>Mr. Barry Granger</td>
<td>Mr. Amir Mohammadi, executive vice president and</td>
</tr>
<tr>
<td></td>
<td>University treasurer</td>
</tr>
<tr>
<td>Ms. Lois Hobbs</td>
<td>Dr. Noureddine Melikechi, vice president for Research,</td>
</tr>
<tr>
<td></td>
<td>dean</td>
</tr>
<tr>
<td>Charles McDowell, Esq.</td>
<td>Thomas Preston, Esq. general counsel</td>
</tr>
<tr>
<td>Mr. Wesley Perkins</td>
<td>Dr. Bradley Skelcher, associate provost</td>
</tr>
<tr>
<td>Mr. Bennie Smith – via telephone</td>
<td>Ms. Candace Young, athletic director</td>
</tr>
<tr>
<td>Mr. Jim Stewart</td>
<td>Mr. Zafar Chaudhry, associate vice president for</td>
</tr>
<tr>
<td></td>
<td>Internal Audit &amp; Advisory Services</td>
</tr>
<tr>
<td>Leroy Tice, Esq. – via telephone</td>
<td>Mr. Carlos Holmes, director of News Services</td>
</tr>
<tr>
<td>Mr. Mark Turner – via telephone</td>
<td></td>
</tr>
<tr>
<td>Dr. Devona Williams</td>
<td></td>
</tr>
</tbody>
</table>

Chairman Claibourne Smith welcomed the Board and indicated that the first order of business was to approve the minutes from the March 21, 2013 quarterly meeting of the Board and May 6, 2013 special meeting of the Board of Trustees.
Chairman Smith asked if there were any corrections to the either of the meeting minutes which were distributed to all members of the Board of Trustees prior to the present meeting. There were no corrections for either of the sets of minutes.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the March 21, 2013 meeting of the Board of Trustees.

The motion passed unanimously.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the May 6, 2013 special meeting of the Board of Trustees.

The motion passed unanimously.

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

It had been anticipated that a new Board member would be sworn in. Chairman Smith discussed the composition of the Board noting that the Board is comprised of 15 members, eight of which are gubernatorial appointments and seven are elected by the Board. He stated that the Governor recently filled an open position on the Board by appointing the former governor of the State of Delaware and U.S. Congressman, The Honorable Michael Castle. He indicated that Mr. Castle had a prior commitment and would be joining the meeting later via conference call. Chairman Smith noted that a formal swearing in of the Congressman Castle would occur at a future Board meeting.

Chairman Smith stated that he wanted to entertain a motion to go into Executive Session to discuss a contractual matter of a confidential nature.

Chairman Smith asked for and received a motion that was seconded to meet in Executive Session to discuss a confidential contractual matter.

The motion passed unanimously.

Chairman Smith convened the Executive Session at 1:35 p.m.

Chairman Smith made a motion that was seconded to reconvene the regular session of the Board of Trustees meeting.

The motion passed unanimously.

The meeting reconvened at 1:50 p.m.

Chairman Smith asked Vice Chairman David Turner to read as part of the minutes the motion related to the discussion that occurred in the closed Executive Session.

Vice Chairman Turner read the following:
MOTION OF DELAWARE STATE UNIVERSITY BOARD OF TRUSTEES

WHEREAS, negotiations for the lease and potential purchase of the Sheraton Dover Hotel have been ongoing for approximately 10 months; and

WHEREAS, such negotiations have been reported on a regular basis to the Board of Trustees and the Building and Grounds Committee and Finance Committee of the Board of Trustees; and

WHEREAS, the Board has considered in executive session the details of a lease and purchase option agreement for acquisition by the University of the Sheraton Dover Hotel property; and

WHEREAS, the sensitivity of the confidential business information associated with this potential transaction has required that the negotiations and discussions be kept private and confidential throughout;

NOW, WHEREFORE, the parties having reached an agreement for a fifteen year lease, with the University having the option to purchase the property at any time during the lease after the first two years, and having reached an agreed purchase price of $12M for the property, which price shall be paid in part through lease payments, and the Board and its committees having approved the transaction as being desirable and necessary to provide attractive and suitable residential living space as the University expands, and also provide "swing space" as buildings are renovated or replaced,

NOW, WHEREFORE, the Board authorizes the Administration to complete the negotiations for a lease agreement to lease with an option to purchase the Sheraton Dover Hotel property, and to execute a final version of that lease.

APPROVED on this 13th day of June, 2013.

Chairman Smith asked for and received a motion that was seconded to approve the motion to authorize the Administration to complete negotiations for a lease agreement to lease with an option to purchase the Sheraton Dover Hotel property, and to execute a final version of that lease.

The motion passed unanimously.

Chairman Smith thanked the staff for the work that was done to get the University to this point. He noted that the additional residential space will enable the University to continue its aggressive expansion program and to increase its enrollment.
Chairman Smith moved into the regular business of the Board meeting agenda and asked for the first committee report from the chairman of the Student Affairs Committee.

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

Mr. José Echeverri pointed out that the Student Affairs section of the Board Book included an abbreviated version of the various departmental activities since the last Board meeting. He encouraged everyone to read the entire section. Mr. Echeverri stated that he would highlight a few of the activities:

**Office of Admissions**
- Launched Transfer Wednesdays in March to provide academic advisement and financial services to prospective transfer students, which resulted in a current enrollment of approximately 20% more transfer students than the prior year.
- Held Scholars Appreciation Reception on April 12 to recognize and honor incoming students who were awarded institutional merit scholarships; increased participation in the event by 30% over the last two years.
- Will host the first session of the fall 2013 New Student Orientation in the MLK Student Center on June 18-19 for freshmen. Approximately 300 students are registered to attend.

**Office of Campus Ministry**
- Hosted, under the leadership of Ms. Pamela Adams, interim director, Office of Campus Ministry, the first Annual Campus Ministry weekend, “Let Love Transform” April 25-28.
- Collaborated with the Office of Judicial Affairs to offer mediation services to DSU students. The program has served 18 students since March 2013.

**Office of Student Leadership and Activities**
- Received a $2,800 grant to launch a DSU Chapter of the National Society of Leadership and Success (Fall 2013).

**Department of Wellness and Recreation (WRC)**
- Installed a Membership Services station in the WRC which provides “one-stop” for membership enrollment.

Mr. Echeverri stated that the addition of the station has eliminated the need for going to multiple areas to process and acquire membership to the WRC. Before closing, he reiterated that additional information could be found in the Board Book.

Chairman Smith offered congratulations on activities of the Student Affairs Division stating that the organization has come together in a manner that gives reason to be hopeful that the students are receiving benefits from all these efforts. He indicated he was pleased with the work that Mr. Echeverri is doing with the staff and great programs are being developed.
Mr. Echeverri indicated that 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. Devona Williams, chair)

Dr. Devona Williams thanked Chairman Smith and reported that the Educational Policy Committee met with the Faculty Senate in May. She noted that the Committee had an opportunity to hear from the Faculty Senate chair regarding what the Senate would like to see happen in the near future. Dr. D. Williams shared themes she gleaned from attending the recent Association of Governing Boards (AGB) Conference such as managing and developing the whole student and demonstrating the relevance of an education.

Dr. D. Williams noted that the first item of Committee business was to entertain a motion for tenure. NiCole R. Keith, Ph.D. was recommended for initial tenure upon her acceptance for appointment as professor and chair of the Department of Public and Allied Health. The Departmental Personnel Committee, Provost, and the President approved the recommendation. The Educational Policy Committee held a teleconference on June 12, 2013 and also approved the recommendation for initial tenure and moved that the Board of Trustees approve the recommendation.

Dr. Williams read the motion as follows:

MOTION: To approve the recommendation for initial tenure, as specified in Section 8.5.5 of the Collective Bargaining Agreement, for Dr. Nicole R. Keith as professor and chair in the Department of Public and Allied Health in the College of Education, Health and Public Policy at Delaware State University.

Chairman Smith asked for and received a motion that was seconded to approve the recommendation for initial tenure, as specified in Section 8.5.5 of the Collective Bargaining Agreement, for Dr. Nicole R. Keith as professor and chair in the Department of Public and Allied Health in the College of Education, Health and Public Policy at Delaware State University.

The motion passed unanimously.

Chairman Smith requested Dr. Alton Thompson, provost and vice president for Academic Affairs, provide background on Dr. Keith. Dr. Thompson indicated that a thorough national search had been conducted to find this candidate. He noted that Dr. Keith has a Bachelor of Science from Howard University, two Masters of Science degrees from University of Rhode Island College and Indiana University, respectively, and a Doctor of Philosophy from Indiana University. She is well published (at least 20
refereed articles) and has obtained at least $6 million in grants. Dr. Thompson is confident she will provide excellent leadership to the Department.

Chairman Smith commented that it was great that the University was able to attract such a strong caliber individual for this key position. He noted that the long term strategy is obviously to add to a strong faculty and this appointment is a major step in that direction.

Dr. D. Williams stated that the next item on the EPC agenda was the final draft of the strategic plan.

Chairman Smith noted the following:

He and the President discussed how the plan should be presented to the Board in order to have an in-depth conversation around the current and final drafts of the plan.

The idea is to have the Board thoroughly vet the plan in a mini retreat or special meeting. In addition, all Board members need to fully understand all aspects of the plan and how it will affect the Board Committees going forward.

President Williams made the following points regarding the status of the plan:

- It has been a deliberative process that has engaged the major stakeholders.
- The draft has been distributed for review and comment, but more time is needed to make sure the Board is comfortable with the plan and the direction it is taking the University.
- The Provost was appointed chair and the plan has been evolving since 2011.
- Over 100 faculty, staff members and administrators have been involved in the process with the intent of this being a “shared vision” instead of it being only the Board’s vision.
- In order to accomplish the “shared” vision, stated President Williams, “we must take our time going through the process, taking time to obtain feedback from the Board and incorporating those changes.” President Williams asked the Provost to take some time to discuss that process and the current status of the plan.

Dr. Thompson covered the following points regarding the process:

- It is an inclusive, transparent and an exciting process (13 research/work groups developed the plan; six town hall meetings with faculty and staff, and two University open forums were held and a website was developed to give everyone an opportunity for input and comment).
- The plan is about programs, people, partnerships and places.
- The plan is a living document that may need adjustment over time with progress being looked at annually and changes made as necessary.
• The plan is very comprehensive, designed to position the institution as the best HBCU in America and best university in America given DSU’s size and Carnegie classification.
• The plan will be transformational and contain some bold initiatives
• Two consultants facilitated the University forums and brought focus to the plan
• The six goals are well-defined and well-formulated and are consistent with the mission, core values and focus areas. Some goals are stretch goals which require the University to act differently and conduct some business practices in areas that in the past had only been thought about.
• The President used the town hall meetings as a vehicle to establish an innovation fund and some of the creativity and innovation is moving ahead in very aggressive ways. Creativity and the innovation of the faculty will be supported with seed money which will allow them to collaborate with others to develop cutting edge research and products.
• Finally, Dr. Thompson reiterated that the document was a University-wide document with a lot of input from the faculty and staff. He noted that the next steps included having the Board review the document again and afterward having the faculty to review it as well. He said the self-study was retrospective and the plan is looking forward. Dr. Thompson said he was excited about the plan and appreciated the wisdom, expertise, and acumen of the Board to move the plan forward.

President Williams thanked Dr. D. Williams for providing input relative to conceptualizing and formulating the strategies and the approach of moving the plan forward. He stated that she challenged some of the content and helped to push forward the plan to its current state.

A robust discussion continued after President Williams’ comment. A sampling of the comments follows:

• The plan will define how the University operates and how the Board conducts business.
• It is critical that the Board has input and ownership of the plan and is committed to overseeing its implementation.
• The plan will take the University to a “new normal” which dictates a different behavior—not operating as business as usual.
• The Board needs a clear understanding of where it is going, how it is getting there, and what resources are needed.
• All Board members need to be on the same page and the committees need to be able to drill down and be working on the top key indicators.
• There are two types of strategic plans, one that sits on shelves and those that live in our hearts. While waiting to look at the plan again, in the interim, the University will develop some metrics collectively. These Key Performance Indicators (KPIs) will drive toward graduation rates, retention, and those areas important to the University to measure. The KPIs will be defined by goals and committees will develop metrics.
• The Board will “connect these dots” at its fall transformational retreat and begin to operate in the new normal.

Committee chairs will likely get calls from the chair as they are developing their key metrics for their respective committees for the 2013-2014 cycle.

Chairman Smith stated that the Board secretary, Eleanor Wilson, would be contacting the members of the Board to determine a date next month that the Board could meet for a mini retreat or special Board meeting in order to go through the plan in-depth and to understand their role in supporting the University in the implementation of this strategic plan moving forward. In closing, Chairman Smith said that this is an important effort that requires total commitment for the best outcome.

Dr. Thompson indicated that comments may be sent to Mr. Wesley Perkins, Dr. D. Williams or him prior to the mini retreat.

Dr. D. Williams noted that the Academic Affairs report could be found in Tab 3 of the Board Book and asked Dr. Thompson to provide highlights of the report. Dr. Thompson highlighted several items in the Academic Enrichment area:

A new academic advisement model (Dual Satellite/Dual Model) was developed to advise first and second year students within each of the five academic colleges. Each college advisement center is led by a director and is staffed with academic advisors based on the size of the college. Essentially, students have two advisors, one professional and one academic. The Office of Assessment is working on an assessment plan to evaluate the effectiveness of this new model. The program has been well received by students, faculty and staff.

The second item is related to retention. The retention rates have dropped unexpectedly due, in large part, to the economy and changes to the Parent Plus Loan Program. While the retention rates have dropped, there are several initiatives underway to improve retention. One of the initiatives relates to learning communities, including living learning communities. Learning communities have been identified as a best practice in higher education that contributes positively to retention, graduation and student learning.

Dr. Thompson highlighted the William C. Jason Library report which was also included in the Board Book. He pointed out that the library is the academic heart of the campus. The Horizon Library Management System was upgraded, resulting in improved services to customers and usability. Research Subject LibGuides assist with research and collection development for all University academic programs. These guides have aided researchers in finding research materials for their proposals more easily and effectively.

Dr. D. Williams thanked the Provost and concluded the Committee report

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. Jim Stewart, chair, highlighted the recent activities of the Development and Investment Committee.

- **Investment**
  - Consolidated endowment balance is just under $23 million
  - YTD performance is +6.23 vs. benchmark of +5.40
  - One year performance +16.29% vs. benchmark of +16.19%
  - Goldman Sachs was approved by Development and Investment Committee as new investment manager

- **Development**
  - Annual giving just under $2 M fiscal YTD
  - Record number of donors for annual giving cycle – 1,795
  - Alumni participation rate at 7% vs. historical rate of 5%
  - Faculty and staff participation rate up 45% in amount raised with 320 donors vs. 195 last year

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

The motion passed unanimously.

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

Mr. Wesley Perkins provided an update on some of the ongoing activities and projects as well as the Buildings & Grounds Committee meeting held earlier that day as follows:

- The Committee approved the recommendation to authorize the University to enter into and complete the final agreement for the lease of a building.

- There were several informational items discussed in the Committee as follows:
  - Dr. Teresa Hardee, vice president for Finance, presented how Major Capital Improvement (MCI) funds will go through a more formal process than previously. This includes completing a project request form and a scope statement form which will be approved by the appropriate management staff. This information will then be fed to a standard Project Status Report that will be presented at each B&G Committee.
• A current status report of the MCI projects was given. There are approximately 47 projects in the pipeline as of May 31, 2013 excluding the Kirkwood project.

• The following updates were given:
  ○ Master Plan will be finalized after the strategic plan has been approved in September.
  ○ Energy Savings Phase 1 – punch list is being finalized.
  ○ Kirkwood – Phase 1A is on schedule and when completed will have six new classrooms, remodeled and ADA enhanced restrooms and three offices by July 1, 2013.

• Dr. Hardee updated the B&G Committee on the progression of an assistant vice president for Facilities. Two candidates will be coming to campus on Monday, June 17. She also provided a visual of Tubman Hall with its renovated and improved bathrooms and bedrooms.

  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 the Finance Committee met earlier that day and two action items were presented. He noted that the first item, the approval of the recommendation to authorize the University to enter into and complete the final agreement for lease of a building, had been approved earlier in the meeting.

The second action is the full year budget for 2013-14. The Finance Committee recommended that the Board approve the FY 2013-14 in the amount of $106,033,076. Mr. Turner provided some background on the budget.

• Budget is roughly a flat budget.
• The forecast entering the fall year will be slightly under the approved budget.
• This budget will be a baseline budget to get the University to a performance-based budget.
• Budget will be pushed down and allocated through the University platform system (Banner) to the operating units which will allow each unit access to their respective budgets—not to exceed, but to facilitate and drive.
• It will be the first-ever opportunity to link performance base to the budget and begin resource allocation that will align with the strategic plan.
• As the University goes into the next budget, those units that have performed well should be able to get more money.
• The budget process can be used to facilitate what the administration would like to see across the University—a connection to budgets and outcomes.
Mr. Turner asked for the approval for the 2013-14 budget in the amount of $106,033,076.

Chairman Smith asked for and received a motion that was seconded to adopt the 2013-2014 budget proposed by the Finance Committee in the amount of $106,033,076.

The motion passed unanimously.

Mr. Turner noted that there were other items that were presented to the Finance Committee had that did not require action, but were informational. The Committee heard the following:

Updates
- Cash Balances as of May 31, 2013
  - $15,777,756 - about where the balances would normally be in this timeframe.
- Budget to Actual as of May 31, 2013
  - Revenues of $104,611,047
  - Expenditures of $98,701,658 – Both revenues and expenditures are as expected.
- The Audit Committee
  - The Audit Committee provided the results of the University’s June 30, 2013 completed audits. This information was presented in the Audit Committee as reported by the Audit Committee Chair, Mr. José Echeverri and then by Dr. Teresa Hardee, vice president for Finance, in the Finance Committee. The audit is in good shape to close the books and then to move into the audit for the next cycle.

Other Business
- Status of AVP for Finance
  - A search is being conducted for the AVP for Finance. There was an overwhelming response of 105 applications which were narrowed down to 5 candidates for Dr. Hardee to review. Dr. Hardee will be speaking to the candidates tomorrow and interviews are scheduled for next week.

- Yellow Belt Training
  - Dr. Hardee and her team are undertaking process improvement. She has created a program that took 20 administrative staff across the organization and had them go through Yellow Belt training. This training should assist these employees in improving cycle time, defect rates and cost.

Mr. Turner concluded the report for the Finance Committee.
Chairman Smith asked for and received a motion that was seconded to accept the report from the Finance Committee.

The motion passed unanimously.

AUDIT COMMITTEE (Mr. José Echeverri, chair)

Mr. Echeverri reported that there were no items requiring Board approval; however, he wanted to report on several informational items as follows:

The External Auditors provided:
- An update of the Financial Statements at 6/30/12, A-133, and the Form 990. This was presented by (Grant Thornton). Following are the highlights:
  - A-133 (Federal audit), deadline was met. There were four findings. There were fewer findings than last year (six findings) i.e. fixed asset and lengthy process to prepare financial reports. It is anticipated that there will be no repeat audit findings for FY13 audit as fixed assets automation has already been completed, and mapping of the charts of accounts for financial is almost complete.
  - There were no audit findings for the June 30, 2012 Financial Statement. The one issue was the University did not meet the State deadline for filing its statement by September 30. It is anticipated for FY13 that the deadline will be met.
  - The Form 990 was completed and filed within the deadline.

Internal Audit and Advisory Services Update
- The Committee approved the Charter for the Internal Audit and Advisory Services Department. This was approved in a prior meeting-- the connection between Audit and Enterprise Risk Management (ERM) has been added.
- The Committee approved the Whistleblower policy.
- The Audit Committee is working on a review in the Division of Student Affairs and the Division of Finance. Upon completion, a report will be given.
- The phone number for the Whistleblower Hotline is set up. The number is 302.857.7182.

Mr. Echeverri asked Mr. Zafar Chaudhry, associate vice president, Internal Audit & Advisory Services, to provide the Board with the details of the Whistleblower policy and the operation of the Hotline.

Enterprise Risk Management
- Dr. Teresa Hardee presented a framework for ERM. This framework included five steps: 1) identifying risk, 2) assessing its impact, 3) developing mitigating steps, 4) monitoring risk and 5) reporting progress back to the Audit Committee and the Board.
• An update was given on the progress of policies at the University. The University currently has 150 policies of which 82 have been approved and published under DSU Policies and Procedures website. The remaining policies are under review at different stages of the approval process.

Mr. Echeverri commented on his discussions at AGB with Board members from other institutions and the progress DSU has made in ERM, putting procedures in place. He indicated the DSU is at the top of the game in this area. The Audit Committee will be utilizing some of the resource material from the Conference.

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

The motion passed unanimously.

THE PRESIDENT’S REPORT (Dr. Harry Williams, president)

Chairman Smith said he had the pleasure of accompanying the President and his family to the President’s alma mater where he was honored as a distinguished alumnus. Chairman Smith spoke of the positive experience and commented that the President is highly regarded at his alma mater.

President Harry Williams thanked the Chairman for attending the ceremony.

The President stated that the presentation will highlight some of the initiatives and events in which the University has been engaged over the past several months. He started his presentation discussing graduation. He noted that 2012-2013 was a record year in which 677 degrees were awarded. There were two graduations, one in December and the other in May in which the stadium was filled to capacity. In alignment with the DSU strategic initiative, the Provost and the Dean of Agriculture connected with NASA and arranged to have Mr. Charles Frank Bolden, Jr., the first African American to serve as the Administrator of the National Aeronautics and Space Administration (NASA), as the May Commencement speaker.

The President indicated that C-Span was coming to the University to interview Dr. Bradley Skelcher about the history of Delaware State University and Dover. He noted that having Dr. Skelcher represent DSU is an honor.

The University received the Academic Progress Rate (APR) report and DSU incurred no penalties. The APR is a measure introduced by the National Collegiate Athletic Association (NCAA). It is a term-by-term measure of eligibility and retention for Division I student-athletes that was developed as an early indicator of eventual graduation rates. President Williams noted that this is very important for the Athletic Department as well as the University and thanked the Athletic Director, Ms. Candy Young.
The President directed the Board’s attention to the presentation and covered the following:

**Pride Tours**

Pride tours were held in Kent County, New Castle, Sussex County, Philadelphia, and the D.C. metro area during the months of March, April and May. President Williams pointed out that the tours were an excellent vehicle for getting the word out about the University and all the great things taking place at DSU. He commended Ms. Carolyn Curry, vice president for IA and chief of staff, and her team for the outstanding job done in marketing and creating the tours. There is some correlation between the increase in donors and the renewed interest in what is occurring at DSU.

**College & Library Meetings**

President Williams announced at the beginning of the academic year that he would be meeting with the colleges to discuss the strategic plan with the faculty. The President, along with the senior administrative staff, went to the meetings to listen to the faculty. The President asked the faculty three questions:

1. What game changers or bold recommendations could have a significant impact on your success?
2. For what do you want to be known?
3. What are the central challenges facing you that are key to your success?

The President stated that the faculty is the University’s greatest asset and by soliciting their input, it allowed them to be a part of the process.

The faculty’s response to **game changers:**

- Expand graduate offerings
- Offer/develop programs for Kirkwood facility
- Create more internships
- Capitalize on areas of strength and specialization
- Add value to the community

The faculty’s response to the question **for what do you want to be known:**

- Best teaching and research.
- Quality of our students.
- Globalized education
- Job placement of our graduates
- Responsiveness to the State
- The” go to” place
- Entrepreneurship and innovation
- Hallmark of “best practice” in all we do

The faculty’s response to **challenges to success:**

- Working in silos
- Technology
• Preparation and support for international students
• Job recruitment and placement
• Matching grant monies
• Unwieldy processes and procedures
• Course specialization

What is Next?

President Williams indicated that he discussed what was next with the faculty. The first step in using their feedback will be to incorporate their ideas in the strategic plan.

Strategic Plan
• During the meetings between the faculty and administration, all the dialogue was captured by Ms. Curry and shared back with the faculty. The information provided by the faculty will be included in strategy plan, an important aspect for “buy in.”

Senior Leadership and Board of Trustees
• Both the senior leadership and the Board will continue to work on the plan incorporating those enhancements identified by the faculty. One of the areas the Provost worked on was creating Innovation grants.

Innovation Grants
• These are grants for which the faculty can compete for dollars. The grants can be used to advance the strategic goals, strengthen existing programs or start a new strategic initiative. This is a one-time only allocation – up to five grants, up to $20,000 each. The Provost will formulate the screening process. Grants will be awarded in August. The administration would like to give the awards annually. Implementing programs such as this will contribute to keeping the faculty engaged.

President Williams stated that in looking ahead, work will continue on the following:

Strategic Plan
• This will be an on-going collaborative effort.

Kirkwood Facility
• Mr. Amir Mohammadi, executive vice president for Finance and University treasurer, has been managing this project and a tremendous amount of work has been done. The roads are being paved and other critical tasks are being completed.

Facilities Master Plan
• The plan is critical to the success of the University and is moving forward as reported earlier by the Buildings and Grounds Committee.
Early College High School
- The Early College High School has gotten a lot of support from the local community and will be a game changer. The school is in alignment with the mission of the University.

Convocation Center Feasibility Study
- Individuals in Kent County representing the various constituencies have been working on the study to determine the feasibility of having a Convocation Center in Kent County. Buy in is required not only in Kent County, but statewide. It is anticipated that a preliminary report will be ready in August.

Pedestrian Study by DelDOT
- Activity will start in the fall on this. DelDOT already has some resources allocated to work on Route 13 which will provide some safety for DSU students.

President Williams commented on the numerous other events and programs occurring on campus such as: the New Student Orientation scheduled June through August, Welcome Days in August, Convocation and the President’s Prayer Breakfast in September, Parents Day and Homecoming in October and the December Commencement.

The Development unit created another donor opportunity through the Battle of the Colleges. A challenge to raise funds to support one’s favorite college was held April 15-May 20. President Williams said this challenge provided the opportunity for the alumni of the various colleges to participate. The College of Arts, Humanities and Social Sciences was the winner of the challenge, raising $8,000.

President Williams cited the collaborative efforts of the vice presidents Curry and Hardee and their respective teams for the new LED display visible from Route 13 as an enhancement to the campus. He noted that the new flags, along the mall, imprinted with the core values are an excellent way to keep the message of the values in the forefront.

The President stated that he wanted to close with a story that was in the news. The headline read “Duke Launches Open Door Initiative Program”. This is a nationwide program designed to reach underrepresented students to learn about the field of college athletics. Shalisa Griffin, a rising senior at DSU and Mesha Sloss, a recent graduate of Duke, were selected to complete the inaugural professional development program. Ms. Griffin is a Sports Management student. President Williams thanked Dr. Jan Blade and others in Athletics who were involved in the process. He said this is something for which to be proud. It’s a paid internship and this is a DSU student.

PUBLIC COMMENT

There were no persons signed up for public comment.
OTHER BUSINESS

Chairman Smith said that before closing the meeting, he wanted to talk about the Association of Governing Boards (AGB) Conference and to give those trustees who attended the Conference in San Francisco in April a few minutes to talk about their experience.

A sampling of the comments follows:
  o Impressed with the guest speaker Robert Reich who stated that unless the University focuses on the “whole” student it could lose its competitive edge.
  o DSU is in the middle to above all the institutions regarding key indicators. DSU is ahead of the game.
  o Great opportunity to get together with other Board members and share ideas.
  o Important for new Board members to attend. It provides a great networking opportunity with Board members at other universities.
  o Outstanding session regarding ensuring academic rigor in University programs.
  o Fascinating topic related to LGBT beyond dealing with students and faculty, but University and college administrators at the highest level and how to deal with sensitive situations.
  o DSU has a great president and team so it’s critical that the University take advantage of the wind being at our back. Found the sessions therapeutic; great opportunity for networking and strong “user cases”. Complacency is devastating.
  o First time attending, found it worth attending, not a boondoggle, lots of work with other attendees.
  o Strong proponent of AGB. It helps up our game on the art of governing.

Chairman Smith pointed out that is critical to understand the role of the trustee. He’s looked at the failures at other institutions around governance. He indicated one must learn from those failures. He thanked those who attended and reiterated that the Conference is a great opportunity to interact with other Boards as well as the DSU Board.

Mr. Michael Castle inquired whether DSU had a sense of the different foundations that are available that could help DSU students. He referenced the First Five Years Fund. He asked if this is something that was handled by the Development and Investment Committee. Mr Jim Stewart, Development and Investment chair, responded. Mr. Stewart said that he and Ms. Carolyn Curry, vice president of IA, could share with him what resources have been tapped for monies for DSU students.

Chairman Smith announced that due to the impending bad weather conditions, the President’s Banquet for Retirees was postponed until tomorrow evening at the same time.
Chairman Smith asked for and received a motion that was seconded to adjourn.

The meeting adjourned at 3:35 p.m.

Respectfully submitted,

Claibourne D. Smith, chairman

Eleanor Wilson, board secretary
1. Adopted and approved the minutes of the Board meeting of March 21, 2013 and the Special Board of Trustees meeting of May 6, 2013.

2. Approved the motion to convene and Executive Session to discuss a confidential contractual matter.

3. Approved the motion to reconvene the regular session of the Board of Trustees.

4. Approved the motion to authorize the Administration to complete negotiations for a lease agreement to lease with an option to purchase the Sheraton Dover Hotel property, and to execute a final version of that lease.

5. Accepted the report from the Student Affairs Committee.

6. Approved the recommendation for initial tenure, as specified in Section 8.5.5 of the Collective Bargaining Agreement, for Dr. Nicole R. Keith as professor and chair in the Department of Public and Allied Health in the College of Education, Health and Public Policy at Delaware State University.

7. Accepted the report from the Educational Policy Committee.

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

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

10. Adopted the 2013-2014 budget proposed by the Finance Committee in the amount of $106,033,076.

11. Accepted the report from the Finance Committee.

12. Accepted the report from the Audit Committee.

13. Approved adjournment.