



## **DELAWARE STATE UNIVERSITY**

### **Board of Trustees and Administrative Council Retreat July 26-27, 2018**

#### **Minutes**

The Board and Administrative Council Retreat was convened by Dr. Devona Williams, Board Chair at 4:40 pm on July 26 at the Atlantic Sands Hotel and Conference Center in Rehoboth Beach. The retreat attendance is listed on the attachment.

*July 26*

#### **Dinner Presentations**

Poland/China International Update

Dr. Fengshan Liu

- Action Item: New Revenue Business Model needed to demonstrate need for increased staff and to make function self-sustainable

Aviation Program and Current Needs

Lt. Col. Michael Hales

- Action Item: New Revenue Business Model needed to make the business case for investment in new planes; work with BoT Operations Committee and Innovation & Sustainability Committees

*July 27*

#### **Agenda Overview and Board Governance**

Dr. Williams reviewed the purpose of the board retreat which was to review and reach agreement on critical issues and action items and work collaboratively between the Board of Trustees and the Administration. She also gave an overview of the agenda and overview of the vision, mission and board governance responsibilities.

#### **Review of Action Plan from December 2017 Retreat**

Dr. Williams reviewed the Action Plan and there was discussion about updates. A lengthy discussion ensued relating to the Schwartz Center. Dr. Mishoe reported that that Foundation Board approved the request for Drs. Mishoe and Allen to negotiate the sale/acquisition of the Center from Wesley University. This action is in progress. Status updates and new actions from critical hot button issues to follow were listed in new Action Plan to guide the work through the December retreat.

About 90% of items on the December Action Plan were completed; the New Action Plan is attached.

## Priorities Overview:

- Leadership and personnel issues headed up by the Presidential Search (CM). Dr. Williams reported that since December 2017 to present, a Presidential Search Committee was established; Dr. Mishoe transitioned from interim President to President; and the roles for board chair, vice chair, and general counsel have been filled. Dr. Mishoe added that all targeted critical strategic hires listed have been filled except for the Enterprise Risk AVP, General Counsel, Director of Governmental Affairs and Internal Auditor (interviews currently underway). Additional strategic positions were filled: VP of Strategic Enrollment, Athletic Director, Head Men's Basketball Coach, MBA Director, Executive Directors – Financial Aid / Student Accounts / Admissions, and Executive Director of Online Programs. Ms. Hawkins reported that a broad University succession plan has been created; however, a more detailed plan will be presented to the Executive Committee in September. Dr. Williams mentioned that the Governance Committee will need to take steps to create a board succession plan. Mr. Preston agreed to review Board meeting minutes.
- Student Success
  - Early College High School (“ECHS”). Dr. Allen reported that ECHS has already met 2020 objectives. ECHS presently has 425 students enrolled. ECHS's first graduating class yielded about 65 graduates. About 55% of those graduates will be attending DSU. One graduate earned 73 credits, so he will enter DSU as a junior. Some graduates received full scholarships from Spelman, Cornell and Stanford.
- Facilities
  - The new track and field have been completed. Practices will reconvene the week of July 30<sup>th</sup>. The Master Facilities Plan has been updated.
  - Schwartz Center (“SC”). Dr. Mishoe briefly described her vision for the SC including using it as an educational and fine arts facility. Administrative council meetings and retreats have been recently held at the SC. The next meeting with Wesley is scheduled for August 2<sup>nd</sup>. Wesley's valuation of the SC is \$8 million, but DSU's valuation of the building is \$4 million. Dr. Mishoe invited the board to have their next meeting at the SC. Mr. Bartlett mentioned that the building has been well maintained, but the biggest obstacle is no parking. He suggested a possible partnership with the City of Dover parking garage.
- Revenue Diversification and Business Model Development
  - Ms. Hawkins briefly explained why accessing position control is important to budgeting for open positions. Mr. McMillon informed the board that Ellucian is working on that software.

## Critical Hot Button Issues

The Administrative Council members gave presentations on critical hot button issues as follows:

### Student Housing

Jasmine Buxton (proxy for Dr. Stacy Downing)

- Action Item: Identify and negotiate Dormitory Plan for DSU students (133 beds as of July) by August and negotiate contracts as appropriate; report progress to Operations and Student Success Committees with weekly updates to the Board of Trustees.
  - At present, there are 175 returning students waitlisted; 114 new females waitlisted; 110 students were unable to submit housing applications. There are 140 secured beds

at the Holiday Inn (contract already signed). There are 36 rooms being refurbished on campus. Warren Franklin's spaces have been tripled which added 20 beds. The Living Commons doubled spaces which added about 30 beds. Potentially, there are 50 beds at Best Western and possible availability in other nearby hotels. There is a total of 399 students waitlisted.

#### Facility Master Plan

J D Bartlett

- Action Item: Update Master Facilities Plan include emphasis on safety, space utilization, footprint, assets, etc. Develop APP to easily report facilities' deficiencies around campus; work with Operations Committee; Mr. Bartlett's goals: 1) complete a facilities benchmarking analysis which includes a facilities conditions assessment to identify the most critical pieces and identify the right personnel by December 2018; 2) complete Master Plan by May 2019.
  - The current Master Plan was published in 2014 with some data dated back to 2010. In September/October of 2017 the Division of Facilities Management was shifted under Student Affairs. The current estimate on deferred maintenance exceeds \$250 million. Mr. Bartlett proposed that the new Master Plan should include: preventive maintenance, deferred maintenance, predictive maintenance, space utilization, department relocation, capital planning, and score/prioritization matrix.

#### Enterprise Risk Management

Rob Schrof /Irene Hawkins

- Action Item: Fill critical strategic hires including Executive Director Enterprise Risk Management and other critical positions.

#### Technology

Darrell McMillon

- Action Item: Develop IT Action Plan and work with Operations and Student Success Committees.

### **Financial Assessment Progress/Financial Management (and Audit) Implementation Strategy**

Dee Ridgeway, Predictive Analytics, Presentation Financial assessment, findings and summary of recommendations (ex: culture change reinforced by HR; complete banner overhaul training; develop a sense of urgency and policy enforcement). There are currently \$12 million in unpaid student tuition, housing and fees. CliftonLarsonAllen auditors will be at DSU in August 2018.

Rob Schrof presented the Operations budget for FY2019, from a new "bottom up" approach with departments. Total budget is approximately \$122M. Mr. Schrof recommended that the board be shown monthly or quarterly liquidity forecasts. Dr. Williams added that the board hasn't had a financial report in three years.

- Action Item: (Motion to authorize the proposed budget by Trustee McDowell with the proviso that the Operations Committee review it before the September 2018 board meeting at which time the board can validate the decision or suggest changes; Motion carried); Implement Audit planning process and report to Audit and ERM Committee

**\*\*\*\*\*EXECUTIVE SESSION\*\*\*\*\***

[Motion to go into Executive Session by Trustee Allen; Motion carried (1:46 pm); Motion was made to come out of Executive Session by Trust Allen; 2<sup>nd</sup> unanimous (2:34 pm).

**\*\*\*\*\*EXECUTIVE SESSION END\*\*\*\*\***

**KPIs: Current and Future**

Dr. Tony Allen and Dr. DeLauder

Presentation: Accreditation, the Strategic Plan and Key Performance Indicators (KPI)

- Transition. Since 2008 there have been 5 board chairs, 4 presidents, 4 provosts (incl. 2 years without a provost). University State Appropriations have dropped 13%.
- Growth. During the past decade, enrollment is up 22%; 4-yr. graduation rate increased from 23% to 36%; 42 undergraduate programs, 15 master programs, 5 doctoral programs; research portfolio is currently at \$20 million; 225 faculty members.
- Accreditation/Recognition. Middle States accreditation re-affirmed; Major program accreditations received: College of Business (AACSB), Dept. of Education (CAEP), Dept. of Nursing (ACEN), Dept. of Social Work (CSWE), Dept. of Human Ecology (ACEND). DSU's HBCU rankings: #5 Best Colleges, #11 College Raptor, #13 US News & World Report. Gates Foundation Frontiers Partnership.
- PRIDE 2020 Plan/Goals are supported by KPI's. There are 15 KPI's of which 12 belong to Academic Affairs. The Goals are: Intellectual Climate and Culture, Student Success, Research Scholarship, and Outreach & Engagement.
- Student Profile: 65% African American, 6% International, 10% White, 6% Latino population. About 258 Dreamers applied to DSU last year but only 55 were accepted due to lack of housing. 49% In-State students and 42% Out-of-State students. Enrollment is currently at 4648 (undergraduate + graduate). Pride 2020 goal is 5000. Graduation rates are increasing.
- Board Challenge: Strategic Plan goals and strategies beyond academic enterprise: Development, Facilities, Student Life, Finance, Enrollment Management, Sustainability.

**Board Governance**

BOT Governance Committee

Dr. Williams announced that she has appointed Norm Griffiths to head the Governance Committee once Trustee McDowell rolls off the Board. In addition, it was noted that the Board had 100% attendance at the retreat and the board is now fully appointed – there are no vacancies. It was further noted that with several transitions that some leadership positions on the board are unfilled. Trustees who are interested in stepping up into a leadership role should contact her.

[Action: Motion to approve term extension to re-elected Ms. Dorsey Whatley for a 6-year term beginning September 1, 2018 by Trustee McDowell; 2<sup>nd</sup> by Trustee Griffiths; Motion carried]

Dr. Williams advised that the board will revisit the Student Success and Student Affairs Committee to see if it should be broken up into two separate committees. Trustee Waite is on the Audit and Operations Committees, and Trustee Stafford is on the Innovation & Sustainability and Audit Committees. The board needs Vice Chair positions filled on certain committees.

Trustee McDowell discussed the board self-evaluation which the Governance Committee worked on to assess overall board performance. John Allen put the instrument on Survey Monkey. The Board should expect to see a link to take the survey late August, early September, in time to report results for the September Committee and Board meetings.

### **Wrap-Up/Next Steps**

### **Adjournment**

The meeting was adjourned at 4:35 p.m.

## ATTENDANCE

### Board of Trustees

Dr. Devona Williams, Interim Chair  
John Ridgeway, Vice Chair  
John Allen, Jr.  
Gov. Michael Castle  
Margie Lopez Waite  
Lois Hobbs  
Charles McDowell, Esq.  
Dr. Debbie Harrington  
Leroy Tice, Esq.  
Kathy McGuinness  
Norman Griffiths, Esq.  
Jocelyn Stewart  
Bernadette Dorsey Whatley  
Gov. Jack Markell  
Harold Stafford

### Administration

Dr. Wilma Mishoe, President  
Dr. Tony Allen, Provost & Executive VP  
Irene Hawkins, VP of Human Resources  
Antonio Boyle, VP of Strategic Management  
Thomas Preston, VP & General Counsel  
Robert Schrof, VP of Finance  
Darrell McMillon, Chief Information Officer  
Dr. Sandra Delauder, Vice Provost  
Jasmine Buxton, AVP of Student Affairs  
J. D. Bartlett, AVP for Capital Planning and  
Environmental Sustainability  
Dr. Fengshan Liu, AVP for International Affairs  
Lt. Col. Michael Hales, Director of Aviation  
Programs  
Curtis Winslow, Instructional Technology Systems  
Integration Coordinator