



DELAWARE STATE UNIVERSITY
Dover, Delaware 19901

**Minutes of the Meeting of the Board of Trustees of
Delaware State University, Thursday, March 21, 2019**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held its regular quarterly meeting on Thursday, March 21, 2019, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Claibourne D. Smith Administration Building on the Dover campus. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 1:39 p.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

BOARD MEMBERS	DELAWARE STATE UNIVERSITY
Dr. Devona Williams, Chair	Dr. Wilma Mishoe, President
Mr. John Ridgeway, Vice Chair	Dr. Tony Allen, Provost & Executive Vice President
Ms. Lois Hobbs	Ms. Irene Chapman-Hawkins, VP of Human Resources
Dr. Debbie Harrington	Dr. Stacy Downing, VP of Student Affairs
Gov. Jack Markell	Mr. Antonio Boyle, VP for Strategic Enrollment Management
Ms. Bernadette Dorsey Whatley	Dr. Vita Pickrum, VP of Institutional Advancement
Mr. Harold Stafford	Mr. Robert Schrof, VP of Finance
Mr. Norman Griffiths, Esq.	Mr. J. D. Bartlett, AVP for Capital Planning and Environmental Sustainability
Gov. Michael Castle	Dr. Scott Gines, Director of Athletics
Margie Lopez Waite	Cleon Cauley, General Counsel
	Ms. LaKresha Moultrie, Deputy General Counsel & Chief Enterprise Risk Officer
	Ms. Jackie Griffith, Director of Government & Community Relations
	Andrena Burd, Internal Auditor
	Bob Wurzburg, Paralegal
	Carlos Holmes, Director of News Services
	Curtis Winslow, Instructional Technology Systems Integration Coordinator

***** Special thanks from the BoT to Carlos Holmes, Director of News Services, for the March 21, 2019 presentation to the Board of Trustees regarding the historic overview of the University. *****

CONSENT AGENDA

Dr. Devona Williams

- Approval of Minutes of the Board of Trustees meeting January 24, 2019
[Motion to approve Consent Agenda by Mr. Ridgeway; 2nd by Mr. Griffiths; Motion carried]

CHAIR'S REPORT

Dr. Devona Williams

- Dr. Williams reminded the BoT of its responsibility to know and understand the University's culture and brand to ensure proper representation of the institution to the community. She touted the "At A Glance" quick reference booklet, created by Dr. Pickrum's team, as a tool to circulate to others outside of the University. *(Copies of the booklet was circulated to the BoT and Admin. Council members.)*
- JPMorgan TakeOver Day at Delaware State University. Ms. Dorsey Whatley TakeOver Day was held on March 21, 2019 on the campus of DSU in the Bank of America building. The initiative was sponsored by Ms. Dorsey Whatley to connect with University students. There were approximately 500 students in attendance. Ms. Dorsey Whatley gave a brief overview of TakeOver Day which included a fireside chat and speed networking. JPMorgan currently has 6 recruiting programs. In February, JPMorgan announced its goal to hire 4000 black students over the next 5 years. Ms. Dorsey Whatley gave accolades to Dr. Bill Means, Dr. Pickrum, Dr. Mishoe, Dr. Allen and Dr. Williams and provided them with a book by Valerie Rainford, head of JPMorgan's Advancing Black Leaders program.
- Committee Listing Update. Dr. Williams briefly reviewed updates to the Committee List, specifically as to liaisons and vice-chair positions.
 - Margie Lopez Waite, vice chair of Audit & ERM committee
 - Harold Stafford, vice chair of Innovation & Sustainability committee
 - Bernadette Dorsey Whatley, vice chair of Operations committee

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Ms. Lopez Waite**
 - Ms. Lopez Waite provided a brief overview of the executive summary and reported that fiscal forecasting is presently in process. Currently, the University's rating is a BBB+ which was downgraded from an A-. The audit results revealed 21 findings (39 actions identified = 16 completed; 18 in progress; 5 not started). There are systemic problems that will take time to change. Mr. Schrof added that the A133 has moved to its second review, and the deadline is March 31st. He mentioned that procedures are now in place and staff retraining is currently underway in the finance

department. He stated that he spent 8 of the 10 months of his tenure at the University discovering historical financial issues which date back over several years.

[Motion to approve AC Report by Ms. Lopez Waite; 2nd by Gov. Castle; Motion carried]

- **Governance Committee (GC) – Mr. Griffiths**

- Mr. Griffith provided a brief overview of the March 7 GC meeting. On March 6, Dr. Williams and Mr. Griffith met with Gov. Carney to discuss: 1) reappointment of Gov. Castle to a 2nd six-year term and 2) replacement of former Trustee Kathy McGuinness with another Sussex County resident, Esthelda Parker Selby. Mr. Griffith will send an email to the BoT once Gov. Carney has rendered his decision.
- Officer Elections. Under the Bylaws, the officers of the Board must be appointed before July 1 each year. A slate of officer candidates will be presented at the June 20 meeting. The office of 2nd Vice-Chair position is currently vacant and will need to be filled. Anyone interested in any positions must contact Mr. Griffiths. Dr. Williams added that the Chair, 1st Vice-Chair, 2nd Vice-Chair are elected positions, and the secretary and treasurer officers are appointed. Dr. Williams recommended that the BoT should revisit the Bylaws during the July Retreat to see whether changes need to be made, specifically as to 1-year terms being staggered (i.e. not replacing all officers at the same time).
- Non-board and Non-staff Committee Members. Pursuant to the Bylaws such an individual may serve on committees. On March 4, Mr. Griffiths sent an email to all committee chairs with vetting information when searching for such an individual. Mr. Ridgeway submitted a recommendation of an individual for the Operations Committee.
- Student Trustees. Ms. Moultrie gave a synopsis of her findings. In 2010, AGB reported that 70.8% of institutions had a least one student member due to mandates under state laws (over 50% included students with voting rights). She cited a later article by AGB that it does not support the inclusion of students as voting members due to an inherent conflict of interest (ex: voting on tuition increases). Other issues raised by AGB included: faculty/alumni/staff requesting a board seat, students are less experience with management issues, and term length of students. AGB did, however, suggest alternatives such as: reserve slots for recent alumni; include students as non-voting committee members; include students in full board meetings as non-members. Mr. Griffiths added that the discussion on whether the University will add a student board member is still pending. Dr. Williams mentioned that Mr. J. Allen raised the issue of making sure age diversity is considered on the board.

[Motion to approve GC Report by Gov. Markell; 2nd by Ms. Hobbs; Motion carried]

- **Student Success Committee (SS) – Dr. Harrington**
 - Action Item: Approval of Promotion and Tenure Recommendations (23 total applicants = 8 professor + 7 assoc. professor + 6 tenure + 2 for exceptionality)
[Motion to approve by Dr. Harrington; 2nd by Ms. Hobbs; motion carried]
 - Dr. Harrington reviewed the SS executive summary:
 - Dr. Clytrice Watson returned after a 2-year sabbatical was recently appointed as Associate Provost.
 - Middle States Reaffirmation Process. Dr. Lynda Murray-Jackson will coordinate and lead the 2021-2022 self-study.
 - Summer Academy. The Academy will serve about 350 incoming freshman students for an 8-week session with the potential to earn up to 12 credits. Previous Summer Academy's only served about 50 students. Mr. Boyle added that Financial Aid will be used to assist with funding (ex: Pell Grant).
 - Housing Update. Information from the last Housing sub-committee meeting held on March 18 will be addressed at the next board meeting. Hotel occupancy is down (Best Western 50% full; Home2Suites is 100% full). The SS has determined that not as many hotel contracts will be needed next year, and the contracts will be by semester not an annual term.
 - Athletic Performance and Compliance. Dr. Gines and the Athletic sub-committee has been asked to prepare a plan on how to fix the performance and compliance issues.

[Motion to approve SS Report by Mr. Griffiths; 2nd by Gov. Castle; Motion carried]
- **Operations Committee (OC) – Mr. Ridgeway**
 - Sprinkler System Update. Mr. Ridgeway informed the BoT that the contract has been completed.
 - Alumni Committee Member. Mr. Ridgeway informed the BoT that Ned Brown, chair of the New Castle County Alumni Assn., will be added as a new OC member.
 - Maintenance Plan. Mr. Ridgeway recommended that 2 students be enlisted to prepare a facility plan to get a full assessment of the entire campus. He hopes to present a plan at the July Retreat.
 - Action Item #1: HVAC Maintenance Contract Extension/Expansion (Johnson Controls)
 - Mr. Bartlett informed the BoT that this action item was approved at the November 26 OC meeting. This motion is to extend the contract for 1-year with a 1-year option for \$957k (note: \$658k will be used from minor capital improvement dollars from the FY19 Bond Bill).
[Motion to approve by Mr. Ridgeway; 2nd by Mr. Griffiths/Ms. Hobbs; Motion carried]
 - Action Item #2: University Village & University Courtyard Flooring Contracts
 - This motion is to replace flooring in 7 buildings totaling 265k sq. ft. The new floors will be vinyl. The University Village contract is for \$1,042,861, and the Univ Courtyard contract is for \$347,682. Bond Bill funds will be

used to achieve this project. *[Motion to approve by Gov. Markell.; 2nd by Mr. Griffiths; Motion carried]*

- Action Item #3: Summer 2019 Construction Contracts (*Seeking pre-approval for contract awards for projects currently in the bid process to avoid special/additional meetings between board meetings to obtain approval*)
 - \$750,000 for John R. Price Hall HVAC - Phase V
 - \$350,000 John R. Price Hall Windows - Phase IV
 - \$350,000 John R. Price Hall Windows - Phase IV
 - \$400,000 Delaware Hall HVAC controls

[Motion to approve by Dr. Harrington.; 2nd by Ms. Hobbs; Motion carried]

- Finance Update. Mr. Schrof provided a brief slide overview regarding:
 - Accounts Payable (AP) and Aging. In the future expect more robust reporting. January thru March invoice inventory decreased by 54%. There are 72% outstanding invoices. The number of invoices that need approval for payment has gone down from 250 to 215. Two new accounting analysts have been hired to focus on accounts payable. The AP ledger is now balanced to the general ledger. Mr. Schrof reviewed the current budget versus actuals. Payroll is currently uploaded though the Banner system. Ms. Hawkins added that HR met with Ellucian on March 21, and HR now has a position control. Therefore, HR and Finance can now collaborate with one another.
 - P-card Update. This reporting will be provided quarterly to the AC. P-card receipts on average are received 90% within 7 days. Follow up emails are sent if receipts are not received timely. Countermeasures are in place to prevent misuse of cards. There is a 36% savings when the procedures are followed.

[Motion to approve OC Report by Mr. Griffiths; 2nd by Ms. Hobbs; Motion carried]

- **Innovation & Sustainability Committee (I&S) – Dr. Williams**

- Investment Portfolio Update. The portfolio has gone back up to \$31M. It went down in January due to market fluctuations.
- The Foundation Rating. The Foundation received the highest rating for FY18 - the Platinum Seal of Transparency. A special thanks was given to Dr. Pickrum.
- Campaign Update. The balance is currently over \$9M. The long-term goal is \$50M. There will be 9 directors on the board. New members include Vincent Rohas, Ukee Washington, and Peg Hertrich. Enid Wallace-Sims has agreed to be the Vice-Chair. Jose Echeverri, Jocelyn Stewart and Cerron Cade are also members. Total annual giving was \$5.2M for FY18. The Foundation raised \$3.8M by the end of February '19.
- Alumni Participation. Alumni participation has increased to 7% as opposed to last year's 5%. This is attributed to more outreach and engagement spear headed Dr. Pickrum's team, specifically Dr. Marcia Taylor.
- Scholarship Awarding has increased. The average award is up to \$4,300.
- New Advancement Marketing Team. There are a number of new commercials streaming on social media sites. A new ECHO magazine publication has been circulated to Alumni.

- Upcoming Events: Hat & Gloves Tea - March 31; Commencement – May 11; HBCU Symposium – July 23
- Research Update by Dr. M. Harrington. Dr. Bertrand has new technology that has been patented. It's a modification to plant genetics to produce biofuels. A Georgia company is interested in licensing this technology, so this will be DSU's first agricultural technology. The meeting will be held on March 22.
- Institutional Effectiveness. Dr. Allen is working to develop a business plan to add more opportunities and bring more revenue to the University.

[Motion to approve I&S Report by Dr. Williams; 2nd by Mr. Ridgeway; Motion carried]

- **Executive Committee (EC) – Dr. Williams**

- Dr. Williams provided a brief overview of the March 7 EC meeting:
 - Level setting the operating budget via a grant to the University from the Foundation. Dr. Pickrum reported that the Foundation has contributed approx. \$15M and the Foundation has about \$15M for a combined total of \$31M in the endowment.
 - July Board Retreat (July 18 & 19). The Retreat will be held at the Dover campus. It will include a tour of the farms and airfield. The strategic plan and master facility plan will be discussed.

[Motion to approve EC Report by Mr. Ridgeway; 2nd by Mr. Stafford; Motion carried]

PRESIDENT'S REPORT

- Dr. Mishoe reported on the following:
 - Budget Request FY2020 Update. Increased enrollment, improved retention, Nursing program (100% passing rate); Expansion of Aviation programs and international partners; Research portfolios; 25 years of University status;
 - Spring Enrollment is currently at 4320 from 4149. The goal is to increase online and international enrollment.
 - Record Retention. The current rate from Fall to Spring is 73% (other HBCU's nationwide are currently at 60%). The average retention rate of post-secondary institutions in Delaware is 61%. The regional rate is 77%.
 - Record Graduation Rate. In May 2018, there were 811 undergraduates with an average GPA of 3.14 (15 students graduated with a 4.0 avg.). The total graduation 942 (50% Delaware residents).
 - Operational Funds FY2009 to FY2019. In FY2009, the University received \$39M. In FY2018, the University requested \$41.8M and received \$35M. In FY2019, the University requested \$42M and received \$35M which is less than what we received 10 years ago. For FY2020, the University requested \$54.5M and the Governor has recommended \$35M. Dr. Mishoe reiterated to the BoT that they need to advocate for more funding for DSU to receive equitable and fair funding.
 - Low-Wage Employees. Dr. Mishoe requested funding for lower paid employees. The legislators requested a plan be submitted.
 - MEAC Basketball Tournament. In 1969, DSU was the first to join the MEAC conference under the leadership of Dr. Luna Mishoe. Ms. Najai Pollard received an award for MEAC player of the year. The Men's team won the first round,

then lost in the 2nd round losing to the champions of the entire conference. Dr. Mishoe ate breakfast with the men and women's team as well as spent time with alumni.

PUBLIC COMMENTS

- Jewel Phillips, Freshman Class President, stated that she was excited to have experienced the governing of the school and to hear about the direction the school is going in. She added that her mother was a former Miss DSU.

ANNOUNCEMENTS

- AGB Trustees Conference in Orlando, FL, April 14-16
- Commencement, May 11

[Motion to adjourn by Mr. Castle; 2nd by Ms. Hobbs; Motion carried]

EXECUTIVE SESSION OF THE BOARD OF TRUSTEES (Pursuant to FOIA)

*******EXECUTIVE SESSION*******

*[Motion to go into Executive Session by Gov. Castle; 2nd by Ms. Whatley;
Motion carried (4:52 p.m.)]*

[Motion to exit Executive Session by Gov. Markell; 2nd by Ms. Hobbs; Motion carried.]

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

ADJOURNMENT

Dr. Williams adjourned the meeting at 5:22 p.m.