



Delaware State University

Dover, Delaware 19901

Board of Trustees Meeting Minutes
March 19, 2015

**DELAWARE STATE UNIVERSITY
DOVER, DELAWARE**

**Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, March 19, 2015**

Call to Order

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, March 19, 2015, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Mr. David G. Turner, chairman of the Board of Trustees, called the meeting to order at 1:40 p.m. Chairman Turner welcomed the attendees and noted a quorum present.

BOARD MEMBERS

DELAWARE STATE UNIVERSITY

Mr. David G. Turner, chairman	Dr. Harry L. Williams, president Delaware State University
Mr. Barry M. Granger, vice chairman	Dr. Alton Thompson, provost and executive vice president for Academic Affairs
Mr. John J. Allen, Jr.	Dr. Teresa Hardee, chief operating officer
The Honorable Michael N. Castle (via phone)	Ms. Irene Chapman-Hawkins, senior associate vice president for Human Resources
Mr. José F. Echeverri	Ms. Valerie Dinkins, special assistant to the President and Advancement
Ms. Lois M. Hobbs	Dr. Stacy Downing, vice president for Student Affairs
Charles S. McDowell, Esq.	Dr. Nouredine Melikechi, vice president for Research, dean
Mr. Wesley E. Perkins	Ms. Vita Pickrum, senior associate vice president for Development
Dr. Claibourne D. Smith	Thomas Preston, Esq., general counsel
Leroy A. Tice, Esq	Mr. David Sheppard, assistant general counsel
Mr. Mark A. Turner	Dr. Bradley Skelcher, associate provost
Dr. Devona E. Williams	Dr. Jan Blade, president, Faculty Senate
Mr. Robert E. Buccini (absent)	Mr. Carlos Holmes, director of News Services
Mr. Jim Stewart (absent)	

Approval of Minutes – January 15, 2015

Chairman David Turner stated that after a few administrative items were completed, the Board would go into Executive Session. Chairman Turner presented the January 15, 2015, minutes of the quarterly meeting of the Board of Trustees for approval, subject to questions and/or corrections. There were none.

Chairman Turner asked for and received a motion that was seconded to approve the minutes of the January 15, 2015, quarterly meeting of the Board of Trustees.

The motion passed unanimously.

Executive Session

Chairman Turner stated that there were items of a legal nature pursuant to FOIA 29 Del C. Section 10004(b) that required the Board to convene in Executive Session.

Chairman Turner asked for and received a motion that was seconded to convene in Executive Session to discuss confidential legal matters.

The motion passed unanimously.

Chairman Turner convened the Executive Session at 1:43 p.m.

Chairman Turner asked for and received a motion that was seconded to reconvene the General Session of the Board of Trustees meeting.

The motion passed unanimously.

The meeting reconvened at 2:25 p.m.

Committee Reports

Chairman Turner called for committee reports.

EXECUTIVE COMMITTEE (Mr. David Turner, chair)

Chairman Turner stated that the March 3 Executive Committee meeting included a rich discussion regarding several topics. He stated that in an attempt to provide a deeper dialogue at the Board meetings, his report would venture further than is typical. His goal is to see if more conversation and dialogue can be generated around the topics. With that introduction and goal, Chairman Turner led the conversation in reporting the items covered in the March 3 meeting.

Alumni Relations

Chairman Turner reported on some of the progress of the Alumni Association. DSUAA President Ms. Shelia Davis and Alumni Relations AVP Dr. Lisa Dunning attended the meeting to present a topic they wanted to talk through - the process for naming of buildings. This inquiry originated from the DSUAA, which Ms. Davis was representing. Chairman Turner, along with President Williams, shared the process for naming buildings and stated that this policy has been shared publicly. During the meeting there was a good exchange of thoughts, and the Committee welcomed Ms. Davis' comments. At the conclusion of their time with the Committee, both left better understanding the process.

The Alumni Association held a meeting at the MEAC Conference. Chairman Turner attended on behalf of President Williams. The takeaway from the meeting was that a stronger relationship has developed between the national association and the University. This new partnership is due in large part to Ms. Shelia Davis, Dr. Lisa Dunning and Dr. Harry Williams.

Congressman Michael Castle inquired if the Alumni Association president had been invited to present at a Board meeting? The chairman noted that Board meetings are open to the public and the alumni are welcome to attend. The DSU Alumni Association now has an office on campus and it is anticipated that there will be increased involvement. He stated that alumni input are valued by both the Board and the University.

Board Committee Restructure

The committee meeting routine has changed to the two-day format that received the most votes. One of the reasons for going to a new structure is to make it more effective for Dr. Williams' team. Throughout the course of a month, a portion of eight or nine days is spent in meeting preparation. The new structure may be more efficient for some and less appropriate for others. To gather that information, feedback will be solicited after the meetings and appropriate changes implemented. The one aspect that was not selected was the opportunity for Board members to spend more time together socially. Chairman Turner indicated as the new structure is evaluated he would like the Board to suggest ways to spend more time socially beyond the once or twice a year currently.

There are four new committee chairs:

1. Personnel and Compensation – Mr. Wesley E. Perkins
2. Student Affairs – Mr. John J. Allen, Jr.
3. Audit – Mr. Barry M. Granger; and
4. Finance and Facilities – Dr. Claibourne D. Smith

Chairman Turner commented that one of the things learned from the new operating model is that meeting overruns are difficult and impact the entire day. He noted that happened yesterday, but attributed that to the Gates visit which was for a good reason.

Early College High School (ECHS)

Enrollment, personnel, finance and facilities were topics of discussion regarding the ECHS.

- Enrollment was at 134 and currently is at 115. The reasons for the attrition were discussed, e.g. a student moved, homeschooling and other factors.
- Two new teachers were hired for 2015. In the 2015-2016 school year, five new teachers, one technology person, and a receptionist will be hired.
- In the area of finance, more revenue is needed. ECHS has received grants totaling approximately \$600,000 from the following sources: Longwood Foundation, Welfare Foundation, WSFS, Trustee Emeritus Richard Barros, and DOE Charter School Performance. There were some unforeseen expenses, largely transportation and computers. Transportation was underestimated because of not knowing from which locales students would come; consequently, contributing additional expense.
- The back half of the Sheraton was retrofitted to make it appropriate to house the school. Decisions will need to be made shortly by the Board regarding investing in the facilities for the eventual growth in the student body. Collectively, the ECHS Board and the DSU Board will need to make some important decisions on how to proceed.

Retention and Graduation

Chairman Turner reported that graduation and retention are standard Executive Committee agenda items. He stated that the University is now utilizing data and analytics to define where the challenges are and how to go after those issues by pushing it down to the colleges. The

retention rate reached 69% for the fall 2014 college cohort and the target rate is 74%, an increase of 500 basis points. This is not just the target; it is now possible to identify the number of students those basis points represent by college and to develop a plan specifically for each of those students. By pushing retention to the college level, a path forward can be seen.

The graduation rate reported a 300 basis point increase from 25% to 28%.

Local Unit 867 (Police Union Contract)

The first-ever certified CBA contract with the DSU Police force was approved. It is hopeful that the contract will reduce the turnover.

Other Business

In terms of other business, Chairman Turner covered some of the University activity.

- President Williams reported that he had a successful dinner at the President's residence on February 25 with members of the General Assembly.
- Gov. Jack Markell attended his first DSU basketball game on March 2.
- Dr. Devona Williams reported that she and the University are partnering with HR.com to video stream the LEAD Conference on the DSU campus March 30 and 31. Former President Bill Clinton will be a featured speaker via video simulcast.
- Vice Chairman Barry Granger hosted the Executive Leadership Conference (ELC) winter meeting in Middleburg, Va. at which both President Williams and Dr. Teresa Hardee participated.
- In excess of 500 graduates will participate in the 2015 May Commencement.

Chairman Turner ended his report on the March 3 Executive Committee meeting. He indicated he wanted to move the discussion to the Gates Foundation. He did so by first providing the context in which he wanted to discuss Gates by utilizing a case to answer the question of what that Foundation means to DSU?

Higher Ed Use Case Study – South Carolina State University

President Williams described the current state of a sister HBCU. South Carolina State University is an 1890 Land-Grant institution that is supported by the General Assembly. The SC General Assembly Ways and Means Committee wants to close South Carolina State for two years, remove the entire Board, move the faculty and have the students transfer elsewhere. This is because of South Carolina State's large budget deficit. Before the economy took a downturn around 2008, SC State's enrollment was around 5,500 students and the state appropriation was around \$32 million annually. Fast forward, the enrollment last year dropped to 2,900 and the appropriation was \$12 million---a loss of \$20 million. The University currently has a \$23.5 million deficit. The HBCU community is upset about this situation as are the people of South Carolina. A compromise is being worked out.

President Williams indicated he had just returned from a meeting in Washington, D.C. at which only four HBCU presidents were invited to meet with the Congressional Black Caucus and U.S. Education Secretary, Arne Duncan, to discuss the sustainability of HBCUs and what the Secretary should be doing. There are other schools in Southern states such as Louisiana, Mississippi and North Carolina with conservative legislatures that have been threatening closure. A bill was introduced to close Elizabeth City State University, but it did not

materialize. The recurring theme around these schools is the relationship with the Boards. It centers on the Board's level of involvement and stability of the leadership. In the past ten years, South Carolina State University has had eight presidents. The President stated that he and Chairman Turner felt optimistic about DSU's current state. However, what DSU is doing with Gates is trying to create sustainability models that can be replicated to help other HBCUs.

Chairman Turner thought this case was useful because it looks a lot like DSU. In comparison, SC State had an enrollment of 5,500 students and DSU has 4,600 students. SC State's state government provided \$32 million and DSU's state government provides \$34 million. SC State took a \$20 million hit; Chairman Turner asked if DSU could take a \$20 million hit? He pointed out that he brings this case forward because DSU 1) needs to make prioritization decisions in terms of what goes and what stays and 2) the University needs to generate non-governmental sources of revenue because appropriations are never guaranteed. Chairman Turner discussed the supportive role of the local state government and the involvement and transparency of the president with the Board - all contributing factors to the current stability of the University. He challenged the President to think about ways to generate revenue, e.g. business incubators, in and outsourcing, and facility usage. An outgrowth of these revenue streams may be to provide "hands-on" experience to DSU students enabling them to transition into their careers and to be immediately productive.

DSU is going to take on the mission to create a sustainable University with a revenue stream that allows DSU to withstand any changes on the political landscape, Chairman Turner said.

Gates Foundation Visit – March 18, 2015

Chairman Turner reported what was heard from Gates. Gates is looking at three types of schools: state systems, urban-serving universities and HBCUs. The Gates initiative is focused on five foundational platforms:

1. Faculty and culture (President Williams and Chairman Turner suggested governance as an addition)
2. Business and the financial model
3. Policies and procedures
4. Institutional research and data; and
5. IT infrastructure

The Gates plan is to initiate and have grants available in August for the new school year. DSU's platform is singular and can start with the new class.

President Williams provided background on how DSU arrived at this point. He stated that the original concept came from Dr. Nouredine Melikechi, vice president for Research, who had a model program that had been successful in his college which focused on developing a personalized relationship with the student. Dr. Melikechi traveled to Seattle, WA, where he furthered explained the concept.

Chairman Turner stated that DSU will share the information as it has been documented. Gates can easily lift the material and share with other HBCUs. DSU's intent is to make this a successful initiative and to help others also be successful in the process.

Chairman Turner asked Dr. Teresa Hardee, chief operating officer, to discuss some of the aspects of the Gates team visit, March 18. Dr. Hardee stated that the Gates team was interested in the *Blueprint, The Gateway to Success* which includes the three initiatives developed to maximize student success. She described the initiatives as follows:

- **Develop an Individual Development Plan (IDP)**
The IDP provides academic and occupational goals along with the pathways for achieving them. Each student is given the tools to take him/her through the journey from entering DSU all the way to graduation. The journey map provides the processes and information necessary to attain the degree of his/her choice in four years. Individualized electronic portfolios will assist faculty in tracing student progress toward his/her goals.
- **Transform Student Support Services and Expectations**
The goal is to eliminate students from having to stand in long lines by utilizing technology to make processes related to financial aid, student accounts, admissions, registration, etc. more efficient and effective. What success would look like is that students would never have to go to the first floor. Dr. Hardee is considering a name change for this initiative to i.e. Designing a Student-Centric Service Model.
- **Better Prepare Students Before College and Improve the Admission Process**
Dr. Hardee noted that this initiative dealt with college readiness. The DSU team has studied seven years of data to develop a predictive model that indicates what skills students need to be successful in college. Prior to the student arriving on campus, he/she can work online to become more proficient in an area of deficiency. The student may participate in a math or English lab or an academic “boot camp.” The goal is to have students ready before entering college to ensure they can graduate within four years.

These are the initiatives that DSU would like to have funded.

The Gates team appeared very interested in *Leaders of Change: A Journey to Student Success*. This piece describes various facets of DSU as a transformational institution. It shows how DSU uses the data, and how the predictive model and surveys are being used. The Gates team wanted to know if DSU was actually going to implement the Program Prioritization Initiative (PPI) given the implementation challenges.

Gates may be interested in DSU becoming the hub for data and analytics. It may be a case of DSU conducting the reporting and analysis for all of the institutions being considered for the grant.

Dr. Hardee discussed some of the efforts to retain students beyond the freshman year. As an investment in upperclassmen, those students with the appropriate grade point average who have 30 credit hours will be eligible for assistantships. Data assists in telling the story of what is needed to retain DSU students. If only 44 students are needed to achieve the retention goals, DSU can easily identify those students and reach out to them. The Gates team was interested in knowing how DSU is doing this, why, and would the University continue to do this if Gates was not involved? The DSU team responded “yes” because the University owes it to itself to

engage in these types of initiatives. The team was impressed that the Board is engaged in the Gates initiative. Dr. Claibourne Smith added that to be successful, DSU needs a supportive, fully involved Board providing appropriate oversight.

Chairman Turner commended the PPI team and the Transformational team for their work on this effort. He said a member of the Gates team asked that DSU reflect on the idea of DSU doing the data and analytics for the entire HBCU system. The Gates team attended the Finance and Facilities Committee meeting. The DSU team saw this as a positive. In discussions with the other HBCUs about their initiatives, there has been no indication that the Gates team has been involved with their respective boards.

There were questions from the board members regarding the funding, budget and timetable for notification. The Gates Foundation has given no indication about the amount of the funding and has not asked to involve Development. While no budget has been presented or discussed, the Gates team typically has a budget specialist at the meetings. The DSU team believes that the timeframe for distribution of the grant would most likely occur in August. From the DSU team perspective, Gates wants DSU to work with them to show how to solve a national problem of student learning, and Gates can take the program and possibly call it “Gates Way of Teaching” or “Gates in Higher Ed” or something similar. President Williams feels positive about the interactions because the Gates team continues to request visits to the DSU campus.

AGB Becoming Consequential Boards

Chairman Turner reported that he and Dr. Harry Williams attended an AGB panel discussion in Boston on Becoming Consequential Boards. He noted that the material was sent to them and that the topic would be included as an agenda item at the next meeting.

He thanked the Board for engaging the time to have more of a rich dialogue.

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

The motion passed unanimously.

STUDENT AFFAIRS COMMITTEE (Mr. John Allen, chair)

Mr. John Allen acknowledged that this was his first meeting as Students Affairs Committee chairman and thanked Dr. Stacy Downing, vice president for Student Affairs, for aiding in his role transition. He noted that there were action items that required approval by the Board of Trustees. He provided the following divisional highlights.

- The National Society for Leadership and Success has a current membership of 741 students. This is close to 20% of DSU’s student population.
- Ms. Jamila Mustafa was selected by the Bill and Melinda Gates Foundation to participate in the Black Enterprise 2015 Women of Power Summit. She was one of 10 female students from HBCUs selected to attend the summit.
- In collaboration with the College of Arts, Humanities and Social Sciences, Student Affairs had a campus showing of the movie Selma. The film was viewed over two nights; approximately 700 members of the DSU community attended the event. The

goal was to bring the campus community together to commemorate the 50th anniversary of the Selma March.

- With Student Success as the focus, specifically leadership as an initiative, DSU students are actively engaged in the co-curricular environment.
 - 38 students are preparing to run for the top leadership positions.
 - 174 students attended interest meetings on how to become a Resident Assistant, 94 students completed the application process and 40 students were selected for interviews.
- Provost Alton Thompson convened the KPI #2 (Percent of Student Obtaining Gainful Employment in 12 Months) task force, chaired by Dr. Bill Means. The task force is charged with developing and clarifying strategies, methods and a well-defined process to collect data from DSU graduates.
- Student Affairs Assistant Vice President Michelle Fisher participated in an expert review of educational material being developed by the U.S. Department of Education for college health clinicians.

A number of activities are planned for the spring semester. Listed are a few events:

- March 23- Mr. and Miss DSU Pageant
- March 26- Career Fair in Memorial Hall
- March 28- Inspired Day of Service
- March 31- Health Fair
- April 17- National Society for Leadership and Service Induction

Chairman Turner 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)

Committee Chair Dr. Devona Williams stated that the Educational Policy Committee met before lunch and had a robust discussion relating to a number of informational topics including: review of the EPC bylaws and committee charter, DSU @ Wilmington and its focus on adult learning and graduate programming, the Early College High School (ECHS), and retention and graduation statistics. Dr. Williams stated that; however, in the interest of time she would only bring before the Board those items recommended by the EPC Committee for Board action. The five items recommended for action were as follows:

1. Promotion and tenure recommendations
2. Recommendations for contract renewals – 2015-2016
3. Posthumous certificate of attendance
4. Recommendation to award an honorary Doctorate of Humane Letters; and
5. Approval of the potential graduates at the upcoming Commencement

Promotion and Tenure

Dr. D. Williams stated that at the committee meeting Dr. Alton Thompson, provost and executive vice president for Academic Affairs, presented and discussed the spreadsheet which

delineated the Promotion and Tenure recommendations for the 2014-2015 academic year. He explained the Promotion and Tenure process and indicated the following:

- 25 faculty members applied for promotion and/or tenure, resulting in 30 decisions being made.
- 21 faculty members being considered for tenure 19 were approved, 1 was not approved, and 1 is pending a decision; and
- 9 faculty members being considered for promotion to full professor 5 were approved, and 4 were not approved.

One faculty member appealed the decision for promotion and one faculty member appealed the decision for tenure. Both appeals were denied by the Ad Hoc Appeals Committee. Dr. Thompson also discussed points of disagreement among the various committees/administrators in the decision process, including the pending decision.

Dr. D. Williams asked for and received a motion that was seconded to approve the 2014-2015 promotion and tenure recommendations as presented.

The motion passed unanimously.

Recommendations for Contract Renewals – 2015-2016

Dr. D. Williams indicated that in the earlier meeting, Dr. Thompson explained the reappointment process and referred to the spreadsheet in the Board Portal containing all the faculty/staff members who were being recommended for reappointment in the 2015-2016 academic year.

Dr. D. Williams asked for and received a motion that was seconded to approve contract renewals for the 2015-2016 academic year as presented.

The motion passed unanimously.

Posthumous Certificate of Attendance

Dr. D. Williams presented Mr. Kadeem Lee Tucker, a candidate for a posthumous certificate of attendance, a freshman business major who passed away unexpectedly in fall 2014 due to natural causes. Mr. Tucker had experienced some ongoing medical issues. He completed only two semesters at DSU; consequently, he did not meet the criteria and requirements for the posthumous degree, but did meet the criteria for a certificate of attendance. Mr. Tucker will be recognized at the 2015 May Commencement ceremony.

Dr. D. Williams asked for and received a motion that was seconded to approve the awarding of the Certificate of Attendance posthumously to Mr. Kadeem Lee Tucker.

The motion passed unanimously.

Recommendation to Award an Honorary Doctorate of Humane Letters

Dr. D. Williams shared the report presented to the EPC Committee in its earlier meeting. She stated that Dr. Bradley Skelcher, associate provost, reported that the Awards and Honorary Degree Committee, Faculty Senate, General Faculty, Provost and President approved the candidate recommended by the Committee for the Honorary Doctorate of Humane Letters

degree, His Excellency Mr. John Agyekum Kufuor, former President of Ghana (2001-2009). His impressive biographical information was provided to the EPC members via the Board Portal. He will receive the degree at the 2015 May Commencement ceremony.

Dr. D. Williams asked for and received a motion that was seconded to approve the conferring of the Honorary Doctorate on Mr. John Agyekum Kufuor, former President of Ghana.

The motion passed unanimously.

Approval of the Potential Graduates at the 2015 May Commencement

The list of potential 2015 graduates was reviewed during the EPC Committee meeting and recommended for approval. Dr. D. Williams requested approval for the final EPC action.

Dr. D. Williams asked for and received a motion that was seconded to approve the list of potential graduates for the Delaware State University 2015 Commencement being held on May 17, 2015.

The motion passed unanimously.

Chairman Turner 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. José Echeverri, committee member)

In Committee Chair Jim Stewart's absence, Mr. José Echeverri, a committee member, reported for Development and Investment. The committee met the morning of March 18, 2015. There were no action items, but several informational items were presented. Mr. Echeverri highlighted a few.

INVESTMENT

The total endowment balance is **\$27,301,925** as of February 28, 2015. The endowment has grown steadily in the last four years to this current high. This is in line with the Strategic Plan Goal 6 Institutional Effectiveness.

Greater Than One: Campaign for Students

Mr. Echeverri reported that since January 1, 2011, the *Greater Than One: Campaign for Students* has generated a combined total of **\$12,666,461 of the \$20 million goal**. As of February 27, a total of **4,461** donors have donated to the *Greater Than One: Campaign for Students*. The Campaign Honorary Steering Committee met on February 20, 2015, and welcomed several new members who are committed to achieving the goal. Campaign receptions are being hosted throughout the country to engage supporters of the campaign.

Divisional Updates

- The Fiscal Year 2015 (FY15) continues to demonstrate growth in and stability of private fundraising for DSU. Mr. Echeverri stated that as of March 17, total funds raised for FY 15 is **\$2,455,424 with 1,261 donors**. A total of 36 new accounts have

been established since July 1, 2014, as department accounts, endowments, gift accounts, grants or scholarships.

- The Office of Development is planning the upcoming April 30 event, **DSU 360: “Enter to Learn; Go Forth to Serve,” Celebrating Student Success!** The event will be held at the Chase Center on the Riverfront in Wilmington, Del. DSU will celebrate its best and brightest students - students today and leaders in the workforce tomorrow. The Thurgood Marshall College Fund is underwriting the evening’s entertainment with a special performance by recording artist Regina Belle.
- The Battle of the Colleges kick off was January 29, 2015 at the MLK Student Center with the pep band and cheerleaders. A total of \$7,340 has been raised to date with a total of 95 donors. Several activities are being planned by each of the colleges to reach out to more individuals.
- A new initiative is being developed to establish the Friends of the Library. The goal is to establish continued private support for the William C. Jason Library. A day of activities and reception are scheduled for April 9.
- An alumnus left a \$124,076 bequest to the Delaware State University Foundation. The endowment funds will support students majoring in Early Childhood Education.
- A new President’s e-Newsletter has been developed. The first issue was emailed on February 6, 2015. The President’s e-Newsletter will be issued bi-monthly to highlight special news items and promote the campaign.
- Another first is the establishment of permanent email addresses for alumni. The December 2014 graduates are the initial group to receive the permanent emails. In addition, an on-line alumni community is being created for activation in the spring.
- The alumni participation rate is at 5% with 579 donors; several program initiatives are in place to increase the alumni participation rate to achieve the 10% annual goal. Three important alumni engagement activities are:
 - Alumni Relations will host the 2nd Annual Alumni Ambassadors Outreach Day on April 11.
 - An online alumni campaign platform is planned for the month of May to increase alumni participation; and
 - Ms. Vita Pickrum, senior associate vice president for Development, and Dr. Harry Williams will host an *Alumni Friend-Building* reception in Boston, Mass on May 12.

Mr. Echeverri reported that the Delaware State University Alumni Association has been provided office space on the DSU main campus. The office is located in the Thomasson Building, Suite 200. The grand opening and reception was held on Saturday, February 28; approximately 30 people attended the celebration.

Mr. Echeverri concluded his report by reporting that the Council for Advancement and Support of Education (CASE) recently selected Vita Pickrum, senior associate vice president to present a national webinar on “*Strategically Using the President in Your Advancement Efforts at HBCUs*” on March 17, 2015.

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

The motion passed unanimously.

FINANCE AND FACILITIES COMMITTEE (Dr. Claibourne Smith, chair)

Dr. Claibourne Smith gave his first report as Finance and Facilities Committee chairman. He noted that several information items were discussed in the Finance and Facilities Committee meeting held on March 18, 2015. The following are the highlights of the meeting.

Dr. Hardee presented “Leaders of Change: A Journey to Student Success” to the members of the Bill and Melinda Gates Foundation visiting team. Trustees discussed how their governance roles have played a part in DSU becoming a transformational institution. There was a considerable amount of discussion around the Gates Blueprint and the role the Board of Trustees plays in governing the University’s initiatives.

The Finance and Facilities Committee discussed the annual review of its existing charter. Recommended changes for adoption will be discussed in the June meeting.

Facilities presented an extensive list of current and summer 2015 projects which included one (1) new building construction, seven (7) building additions/renovations, six (6) building envelope (window replacement and roof maintenance), five (5) building systems, six (6) site improvements, and one (1) ground improvement project. A lot of work has been done around the buildings and the grounds (landscape) of the institution.

Dr. Smith noted that due to time constraints, other agenda items were tabled for future meetings. The committee will use these meetings to discuss the current and future budgets. Detailed discussions around current and future revenues will be the main topic. This includes a plan for enrollment and any possible tuition increases. A subsequent meeting will focus on the University’s expenditures and how the institution can develop a cost containment plan to ensure future financial stability.

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

The motion passed unanimously.

AUDIT COMMITTEE (Mr. Barry Granger, chair)

Mr. Barry Granger, the new Audit Committee chair, stated that the committee had one item recommended for approval and several information items to report that were discussed in the Audit Committee meeting held on March 18, 2015.

Mr. Granger stated that the Audit Committee recommends that the full Board accept the 2014-15 OMB Circular A-133 compliance audit report presented by SB & Company. The audit conducted was at the highest level. The A-133 audit revealed no repeat findings for FY2014. SB & Company's assessment produced one new finding for the University related to time and effort reporting. The University has provided a short-term and long-term corrective action plan to address the deficiency in the audit report.

Chairman Turner asked for and received a motion that was seconded to accept the 2014-15 OMB Circular A-133 compliance audit report presented by SB & Company.

The motion passed unanimously.

The committee also discussed the annual review of the existing charter. An updated version of the Audit Committee charter will be completed by the next scheduled Board meeting in June.

Mr. Granger reported that Enterprise Risk Management provided an update on the University Top Risks Heat Map. Over the last quarter, ERM has established the 2015 "Get to Green" program, designed to provide a consistent process for addressing the University's top risks. This includes working groups that will function as project teams to ensure appropriate controls have been implemented to transition University high risks (red) to low risks (green).

He stated that Enterprise Risk Management also celebrated success with the Policy Assessment routine which has successfully reviewed or created over 50 policies this fiscal year through a collaborative effort with the campus community.

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

The motion passed unanimously.

PERSONNEL AND COMPENSATION COMMITTEE (Mr. Wesley Perkins, chair)

Mr. Wesley Perkins stated that he was the new chair for this new committee, the Personnel and Compensation Committee. He reported that the committee had one action item recommended for approval and one informational item that was discussed in both the February 19, 2015 and March 17, 2015, meetings.

Mr. Perkins read the new committee's charge. A newly created DSU Personnel and Compensation Committee was established and is charged with evaluating personnel leadership development and compensation for executive and senior officers. A Personnel-Compensation Charter has been developed with parameters outlining the purpose, committee membership, authority, responsibilities, resources and the committee goals for the current year.

Chairman Turner asked for and received a motion that was seconded to accept the recommendation of the Personnel and Compensation Committee to accept the newly-created Personnel and Compensation Committee Charter.

The motion passed unanimously.

Mr. Perkins stated that the committee also discussed the creation of a new transformational organizational structure. The discussion included:

- The current state of Delaware State University
- The proposed executive leadership structure (President, Executive Vice President and Chief Operating Officer with their respective direct reports)
- The proposed senior level structure with direct reports
- The Office of Human Resources proposed targeted state structure; and
- The proposed targeted state structure edited by the executive leadership

Chairman Turner asked for and received a motion that was seconded to accept the report of the Personnel and Compensation Committee.

The motion passed unanimously.

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

President Williams stated that he would cover some of the major initiatives he has been engaged in since the last meeting. He thought it was important give the Board and others a sense of the process the team used in working with state legislators and the importance of those relationships. Recently, the University submitted its request before the Joint Finance Committee. The President said he would give an inside view of the process of making the official "ask." He would also cover student success and how that links together. He stated that he would talk about some of the events in which he has been involved on a local, national and international level. And finally, he would discuss the important process of developing friends, the friendship aspect of friend-raising and some of the activities that Ms. Vita Pickrum, senior associate vice president for Development, has been leading.

Joint Finance Committee and Bond Bill

The President pointed out that when he went before the JFC and Bond Bill, he gave the legislators a clear view of how the University arrived at this point and the transformational process. This was done by the following:

- Embracing the legacy – 1890 Land-Grant College
- Having a clear mission, vision and strategic path
- Being data driven
- Developing new revenue models
- Diversifying the student body; and
- Capitalizing on strengths

DSU requested \$9,338,300 for Minor Capital Improvement (MCI) and equipment from the Joint Finance Committee, and the Governor recommended \$7,000,000.

The budget priorities were indicated in the Bond Bill presentation. Salary increases, Inspire scholarships, new Engineering/Technology degree, 1890 Land-Grant Matching Requirement in Extension and Research and the Optics Building operations made up the \$6,153.4 request for funds.

Student Success

In staying focused on student success, DSU is focused on graduation and retention. President Williams pointed out the journey map developed as part of the Gates initiative. He commented on the eight meetings held with the Gates team and stated that he is confident the process will yield positive results.

Local, National and International Updates

President Williams shared some of the activities in which he has been involved. He noted that he has been involved in a number of activities to promote the University:

- The OSCAR Building is opening on schedule and under budget.
- The President hosted the Delaware General Assembly at his residence on February 25 as a way of saying thank you for their support. Both the Speaker of the House and the Senate President Pro Temp attended as well as the entire Assembly with the exception of one member.
- A commemorative statue of Dr. Jerome Holland, Delaware State University President (from 1953-1960) is being planned for his contributions to the University particularly in gaining back the lost accreditation in the 1950s.
- The Delaware State University Alumni Association (DSUAA) has opened an office on campus. The move is consistent with a greater emphasis by the DSUAA and the DSU administration in working together as a team. Dr. Lisa Dunning was instrumental in this effort.
- Faculty forums are a new initiative the President has established to share information and to be transparent with the faculty.
- Recognized as a transformational University, DSU was one of 30 institutions invited to attend the USAFunds Symposium in Atlanta, GA. The meeting was held to explore potential niches for Minority Serving Institutions to serve. The President, COO and Provost attended the meeting.
- The President and Dr. Teresa Hardee were invited by Vice Chairman Barry Granger to participate in the winter meeting of the Executive Leadership Council (ELC) in Middleburg, Va. The ELC is comprised of 500 senior African- American corporate leaders. Mr. Granger is a member of the organization and moderated a panel discussion at the meeting.
- President Williams was one of four HBCU presidents invited to a meeting with U.S. Secretary of Education Arne Duncan and the Congressional Black Caucus at the Capitol Building in Washington, D.C. to discuss how the federal government can assist HBCUs.
- DSU received an invitation to participate in the U.S. Brazil Connect and the Brazilian Confederation of Industry Program. This is a pilot program to engage a select group of outstanding STEM students from U.S. universities and colleges in a global leadership experience in Brazil.
- DSU received approval from the state for a \$30,000 grant to send students to China.

- Delaware Secretary of State Jeffrey W. Bullock will accompany President Williams to China when DSU graduates its first cohort in the joint DSU-Ningbo University of Technology Accounting Program in summer 2015.

Friend-raising and Development

President Williams presented several friend-raising fundraising events. To highlight a few:

- Chairman David Turner received the MEAC Distinguished Alumni Award during the awards presentation on March 12 at the Norfolk Scope Arena in Norfolk, Va.
- Delaware State University reached the MEAC Tournament championship game for the first time since 2007.
- As of March 17, 2015, *the Greater than One eCampaign for Students* had raised \$12,666,461 toward the \$20 million goal. The President indicated he believed the goal would be reached and commended Ms. Vita Pickrum for leading this effort and the work put into this campaign.
- Scholarship Sunday is a statewide, faith-based fundraising initiative for scholarships at DSU. Last year, \$25,000 was raised which helped 699 students stay in school. This year it was held March 8, 2015.
- The Battle of the Colleges competition ends April 17, 2015. The College of Business is currently in the lead.
- DSU 360 “Enter to Learn: Go Forth to Serve,” Celebrating Student Success! A reception and dinner will be held Thursday, April 30, 2015, at the Chase Center on the Waterfront in Wilmington, Del. Regina Belle, singer-songwriter, actress and Grammy Award winner will be the featured artist.
- The 20th Annual Hornet Golf Classic will take place June 8, 2015, at the Deerfield Golf Club in Newark, De. The proceeds will benefit Delaware State University athletics.

More events

- A new initiative to yield more students is a series of Admissions Receptions for newly admitted students and their parents to take a closer look at DSU. The receptions are being held in and out of the state.
- DSU’s 2015 Spring Open House will be held in Memorial Hall Gymnasium on Saturday, April 11, 2015. It will also be an opportunity to see the football team play.
- DSU’s Inspired Day of Service will be held Saturday, March 28, 2015. All of the sites are at capacity with DSU student volunteers. The President stated that he is proud of the students’ level of participation.
- Honors Day is scheduled for April 16, 2015.
- DSU is a host site for the live broadcast from Texas of LEAD 2015. Former President Bill Clinton is a featured speaker. President Williams thanked Dr. D. Williams for her participation in this effort. The two-day program will take place on March 30-31, 2015.
- The Earth Day celebration is April 22, 2015. This event supports the Sustainability strategic goal. On that day, there will be tree planting in recognition of DSU’s designation as a Tree Campus USA® 2014.
- The DSU 2015 May Commencement is Sunday, May 17, 2015 at 10 a.m. The keynote speaker is His Excellency John Kufuor, former president of Ghana.

Chairman Turner asked for and received a motion that was seconded to accept the President’s report.

The motion passed unanimously

PUBLIC COMMENT

Chairman Turner indicated that no one signed up for public comment.

OTHER BUSINESS/ANNOUNCEMENTS

The next Board meeting is June 11, 2015.

ADJOURNMENT

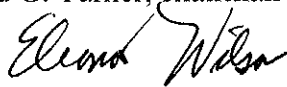
Chairman Turner asked for and received a motion that was seconded to adjourn.

The meeting adjourned at 3:00 p.m.

Respectfully submitted,



David G. Turner, chairman



Eleanor Wilson, board secretary

**DELAWARE STATE UNIVERSITY
DOVER, DELAWARE
ADDENDUM OF MOTIONS AND ACTIONS TAKEN BY THE
BOARD OF TRUSTEES ON THE MEETING OF MARCH 19, 2015**

1. Approved the minutes of the January 15, 201, quarterly meeting of the Board of Trustees.
2. Approved the motion to convene an Executive Session to discuss confidential personnel and legal matters.
3. Approved the motion to reconvene the regular session of the Board of Trustees meeting.
4. Accepted the report from the Executive Committee.
5. Accepted the report from the Student Affairs Committee
6. Approved the 2014-2015 promotion and tenure recommendations as presented.
7. Approved the faculty/staff contract renewals for 2015-2016 as presented.
8. Approved the awarding of the Certificate of Attendance posthumously to Mr. Kadeem Lee Tucker.
9. Approved the conferring of the Honorary Doctorate on Mr. John Agyekum Kufuor, former President of Ghana (2001-2009).
10. Approved the list of potential graduates for the Delaware State University 2015 Commencement being held on May 17, 2015.
11. Accepted the report from the Educational Policy Committee.
12. Accepted the report from the Development and Investment Committee.
13. Accepted the report from the Finance and Facilities Committee.
14. Accepted the 2014-15 OMB Circular A-133 compliance audit report presented by S&B Company.
15. Accepted the report from the Audit Committee.
16. Accepted the recommendation of the Personnel and Compensation Committee to accept the newly-created Personnel and Compensation Committee Charter.
17. Accepted the report from the Personnel and Compensation Committee.
18. Accepted the report from the President
19. Approved adjournment.