



Delaware State University

Dover, Delaware 19901

Board of Trustees Meeting Minutes
January 19, 2017

**DELAWARE STATE UNIVERSITY
DOVER, DELAWARE**

**Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, January 19, 2017**

Call to Order

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, January 19, 2017, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Claibourne D. Smith Administration Building on the Dover campus. Mr. David G. Turner, chairman of the Board of Trustees, called the meeting to order at 9:37 a.m. Chairman Turner welcomed the attendees.

BOARD MEMBERS

DELAWARE STATE UNIVERSITY

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| Mr. David G. Turner, chairman | Dr. Harry L. Williams, president Delaware State University |
| Mr. Barry M. Granger, vice chairman | Dr. Teresa Hardee, senior vice president and chief operating officer |
| Mr. John J. Allen, Jr. | Dr. Sandra DeLauder, associate provost |
| The Honorable Michael N. Castle | Ms. Irene Chapman-Hawkins, senior associate vice president for Human Resources |
| Mr. José F. Echeverri – absent | Dr. Stacy Downing, vice president for Student Affairs |
| Ms. Lois M. Hobbs | Ms. Vita Pickrum, vice president for Institutional Advancement |
| Charles S. McDowell, Esq. | David Sheppard, Esq., general counsel |
| Dr. Wilma Mishoe | Louis Perkins, interim associate vice president and Athletics director |
| Leroy A. Tice, Esq. | Dr. Bradley Skelcher, associate provost |
| Mr. Mark A. Turner – absent | Mr. Carlos Holmes, director of news services |
| Dr. Devona E. Williams – via phone | |
| Mr. Jim Stewart | |
| Mr. Roy Roper (new member) | |

EXECUTIVE COMMITTEE (Chair David Turner)

Chair Turner shared some of the outcomes from the board retreat and reported on the importance of board governance and becoming a consequential board. Chair Turner also stated the board must be focused on expected outcomes.

- More work to be done over the next 30 days.
- Acknowledges the full engagement of the full board.
- All members present for the first time in quite a while.
- Stated that there is no reason why the committees can't meet individually to accomplish their goals.
- Stated that 1.5 hours is not enough time for committees to meet prior to the board meeting.
- Committees may require meeting 2 days each quarter and the board was encouraged to call meetings when needed.

Trustee Roper asked that they expand the time, but use it wisely. Trustee Mishoe asked that the materials be provided sooner, and Trustee Hobbs asked that the materials that are submitted to the board portal remain the same to avoid confusion. Vice Chair Granger suggested that the next board meeting be held in Sussex County.

THE JOINT EDUCATIONAL POLICY COMMITTEE STUDENT AFFAIRS COMMITTEE (Dr. Debbie Harrington reporting)

Data Analytics Concentration

Dr. Clytrice Watson, interim dean of the College of Mathematics, Natural Sciences and Technology (CMNST), presented a recommendation on the establishment of the Data Analytics concentration. Beginning with some background, she noted that the development of the proposed concentration has been accomplished through collaboration between the College of Business (COB) and CMNST as well as external business advisors. This concentration was developed to prepare mathematics majors to work in applicable industries immediately upon graduating with an undergraduate degree. Traditionally, a BS Mathematics degree was designed to prepare students for graduate studies, but created barriers for direct entry into the workforce. This concentration will prepare majors for graduate studies and employment in such industries upon receiving a bachelor's degree. Dr. Watson pointed out that no additional resources are required to implement this concentration with the exception of a statistician who would provide expertise in statistics and statistical analysis as well as teach other courses. Any additional courses will be provided by the College of Business. This concentration aligns with Job Placement – KPI 2. Dr. Harrington asked for a motion regarding the recommendation.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. John Allen to approve the Request to Implement the BS Mathematics Data Analysis Concentration.

Motion carried.

Business Analytics Concentration

Ms. Donna Covington, dean, College of Business, provided an overview of the proposed Business Analytics concentration citing the relevance of business analytics as one of the fastest growing areas in the country and a high demand field. The concentration in Business Analytics aims to fill that demand for graduates who have business decision making skills using analytical tools and technologies. This concentration was designed to prepare students to work in business and related fields immediately following graduating with a bachelor's degree. Dean Covington noted that the concentration will be neutral cost-wise except for an adjunct. The program will partner with industry professionals for co-teaching such as the partnership with SAP. This concentration will make DSU students more competitive locally, nationally and globally and also aligns with KPI 2 – Job Placement (Gainful Employment). Dr. Harrington called for a motion.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. John Allen to approve the Request to Implement the BS Management –Business Analytics Concentration.

Motion carried.

TOEFL-IELTS Admission Changes

The growth of DSU international programs is a major aspect in supporting strategic enrollment. Non-English speaking international students applying for admission to graduate study must demonstrate a satisfactory level of proficiency in the English language. Dr. Saundra DeLauder, interim VP Academic Affairs, Dean, School of Graduate Studies, provided background regarding the rationale for making the TOEFL – IELTS admission changes. She reported that a recommendation from the Graduate Council to raise International English Language Testing System (IELTS) admissions standards comparable to Test of English as Second Language (TOEFL) standards was approved by the Faculty Senate in October 2016. The current TOEFL requirement is competitive. The score is consistent with most U.S. institutions of higher education. This score is generally representative of a student whose English proficiency is sufficient for academic success in a U.S. university classroom and/or academic programs. DSU currently requires an IELTS of 5.5. Based upon the above equivalencies, research recommendations, and standard requirement practiced at most U.S. institutions of higher education, it is recommended that the IELTS score be increased to 6.5 to align with the TOEFL score (79-80).

A discussion followed regarding undergraduate admissions. Mr. Terrell Holmes, AVP Enrollment Management and Registrar, based on the discussion, recommended that the IELTS score also change for undergraduate admissions.

The motion was made by Ms. Lois Hobbs and seconded by Dr. Wilma Mishoe to approve the graduate admission change to increase the International English Language Testing System (IELTS) score from 5.5 to 6.5 to align with the Test of English as a Foreign Language (TOEFL) score of 79-80.

Motion carried.

An amendment was approved to also add the IELTS score change to undergraduate admissions.

Motion carried.

Graduate Conditional Admission Status

In support of the growth of DSU's international population and in alignment with KPI 12 – Strategic Enrollment, a third admission category is being recommended. Currently the School of Graduate Studies and Research has two admission categories: Unconditional and Provisional. A third category, Conditional admission, was recommended by the Graduate Council. Dr. DeLauder explained that the timeline for international students does not always correspond with DSU's timeline for submittal of pertinent documents because their academic year does not coincide with ours. Visa requirements will not allow for provisional admission. Conditional admission provides the opportunity to international students to be admitted while a third party evaluates their transcript. Another option is for those international applicants who have not met the English proficiency requirement. These students could be conditionally admitted and complete their requirement at DSU through the English Language Institute.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. John Allen to approve the Conditional Admission Policy for the School of Graduate Studies and Research.

Motion carried.

Undergraduate Eligibility to Enroll in Graduate Courses

Growth of the graduate population is aligned with KPI 12 – Strategic Enrollment. The Undergraduate Eligibility Policy is a vehicle for enrollment in 4+1 programs. Currently the University has only one program, the MBA-CPA Program, but it provides opportunities for development of Professional Science Masters programs and it provides the opportunity for undergraduates to earn up to nine graduate credits prior to receipt of the baccalaureate degree. Dr. DeLauder indicated to enroll in graduate courses, undergraduate students must have accrued the required number of hours to be classified as seniors, and be enrolled full-time and in good standing (3.0 or above grade point average). These students will be allowed to enroll in graduate courses and complete up to nine credits at the undergraduate rate. This policy will primarily benefit 4+1 programs such as the MBA-CPA Program.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. John Allen to approve the Undergraduate Eligibility to Enroll in Graduate Courses.

Motion carried

Information Items

Enrollment Report

Freshmen, International, Transfers

Dr. Downing asked Mr. Terrell Holmes, Assoc. VP Enrollment Management & Registrar, to provide an update reflecting the fall numbers for enrollment and spring semester initiatives for recruitment.

Mr. Holmes provided an overview of DSU's undergraduate, transfer and international enrollment.

- Total enrollment headcount and total FTE is up from last year.
- Graduated 200 more students.
- New freshmen enrollment headcount total is up from last year, up over the last four years. Total headcount this year is 962 and last year was 878.

Mr. Holmes shared that the out-of-state enrollment continues to be high, in-state is low; however, some initiatives are being put in place this year to influence the numbers.

Dr. Harrington asked Mr. Holmes what was the ultimate goal? Mr. Holmes responded that the Master Plan for 2020 is for a total enrollment of 5,000, and DSU is currently at 4,600.

Mr. Holmes also mentioned that based on DSU's current infrastructure, it is at its limits for accommodations. If enrollment numbers increase, DSU may be over capacity and not be able to provide sufficient building and housing accommodations. Mr. Holmes stated that new housing is needed before DSU can increase enrollment numbers; if not, it will create challenges with classroom space and course management.

Chairman Turner asked for more clarity concerning the current infrastructure; his concern was "do we behave as if we are constrained permanently or do we behave as if we're going to solve the problem and work out a solution around it"? Chairman Turner asked where are the decisions being made – in enrollment or finance? He noted that as a university, we need to address capacity versus limiting enrollment.

Dr. Williams stated that it is a core enrollment question in terms of the core students that DSU serves. Dr. Williams shared that strategically the Wilmington campus can be expanded and scaled up, which would help relieve some of the pressure. Dr. Williams noted that DSU is at risk with the current state of some facilities and challenges that the University is facing in addressing them. He felt DSU is at a place where a cap is needed on the number of freshman students admitted. Dr. Williams communicated that based on an organizational view, DSU is in a good place. He concluded that the discussion point is directed at enrollment, but it's the core enrollment. Dr. Williams added that the strategic enrollment number could be extremely high, and the task force is having dialogue on how to create different revenue streams for enrollment. Dr. Williams suggested the Pride 2020 Strategic Plan be revisited and looked at to determine the maximum number on campus that the University can manage based on resources for a traditional 18-year-old coming onto campus.

Dr. Harrington added that it appears to be a combination of both a classroom and housing issue.

Dr. Mishoe added that it speaks to our methods of instruction, because there has been conversation about increasing online classes, increasing the number of students at the Wilmington campus and an alternative in scheduling classes. Dr. Mishoe stated that it's not just a housing issue, it's a financial issue. However, because it is a financial issue it is a great problem to have. Dr. Mishoe expressed that having too many students is a problem that will drive the University to look at other things that it may need to do differently, including instructional.

Mr. Holmes shared that new transfer enrollment headcount total is up from last year, up all across the board, and the international enrollment headcount is stable from last year (five students less).

Graduate (Dover/Wilmington), Online

Dr. DeLauder provided an overview for Graduate Enrollment:

- Total enrollment is 334 compared to 345 in fall 2015

The primary contributors were:

- Losses in the College of Agriculture and Related Sciences (30 from 37 in fall 2015)
- Losses in the College of Mathematics, Science and Technology (67 from 74 in fall 2015)

In addition, she noted that enrollment projections are geared for growth in Wilmington and online programs.

Dr. Harrington and Mr. Turner agreed that a Strategic Enrollment Working Group should be established to address enrollment for proposed strategic enrollment areas – graduate and online as the proposed targets have not been met.

Dreamers

Mr. Holmes provided a brief update on the Dreamer students. Mr. Holmes was excited to share the following statistics:

- 34 students in the program
- 13 had 4.0 GPA
- 3.76 average GPA with 15 credit hours
- 100 % retention for fall 2016

Mr. Holmes shared that Delaware State University is one of the top five universities noted by TheDream.US that Dreamers have the most interest in. Mr. Holmes stated for the upcoming fall 2017 DSU plans to expand the number and admit a total of 50 Dreamers. He mentioned that the current Dreamer students are working to secure a date to assist with recruitment for the new Dreamers.

Mr. Turner stated that some wonderful things have been shared and Mr. Holmes is doing a fantastic job; however, he insisted that the capacity problem be fixed. He suggests a focus discussion around enrollment and encouraged Mr. Holmes not to break the enrollment growth, but rather keep up the momentum.

Retention and IDP Update

Dr. Lisa Dunning, Assoc. VP Academic Affairs – University College, provided an update on fall 2016 to spring 2017 retention highlights as of 1/18/17:

- Preliminary retention data prior to any financial purge activity was 94%.
- As of January 18, 92.6% of freshmen are successfully enrolled for spring 2017.
- All first time freshmen received 100% contact for IDP session I, and 99.4% received contact for IDP session II.
- Fall end of term data reflect the following:
 - 73% of full-time new freshmen students passed 12 or more hours;
 - 68% passed 13 or more hours;
 - 45% passed 15 or more hours.

Dr. Dunning added that 674 students from the fall 2016 cohort experienced two (2) additional advising sessions, which yielded a total of four (4) academic advising sessions on average for the 674 students. Ms. Lois Hobbs commented that the students appear not to have an opportunity to consult with faculty advisors in their major until entering their junior year. A robust discussion ensued regarding this topic. This was seen as a concern to some of the committee. Dr. Dunning indicated that strategies are currently being considered to address the committee's concerns. Mr. David Turner, board chair, inquired about the profile of an advisor. Dr. Dunning explained that the advisor typically has a master's degree in counseling and a minimum of three years' experience. Key attributes are that they are caring and nurturing.

Dr. Dunning indicated that University College is considering opportunities to engage the commuter student more.

Accreditation Update

Dr. DeLauder provided an update on the Periodic Review Report which is due June 1, 2017. The report is required from all accredited institutions at the mid-point between evaluations (currently five years). The report must address any areas noted in the Middle States Commission on Higher Education (MSCHE) 2012 Self-Study Recommendations:

- Promotion and Tenure Process – Department Guidelines – AAUP Chapter Review
- Multi-year budgeting

Dr. DeLauder noted that she and Dr. Alexa Silver met the previous day and had begun editing the MSCHE Periodic Review Report.

Both Nursing and Business will have site visits in February. The agenda of these visits will be forwarded to the board.

Housing Update

Dr. Downing provided an update on Housing. She noted that University housing is full. A core group of staff members, Housing, Admissions and Student Affairs have implemented a new housing plan. As part of that plan, the housing director has been in communication with DSU-

friendly local community apartment complexes to assist with the University's housing needs. Typically, on the day that applications are accepted, housing is full within the first few hours. Students are then put on a waiting list which can have as many as 200 students in the queue. The plan is to communicate with the students beforehand to eliminate frustration and provide other housing options. Dr. Downing also noted that the website is being updated and the communication plan will begin in February. The intent of the new process is to make students more accountable in adhering to processes and deadlines.

Academic and Student Success Consequential Committee Charter

Dr. Harrington led the discussion on the Academic and Student Success Consequential Committee Charter. She recommended that a small group review the charter further based on some of the discussion and considerations voiced at the meeting. General Counsel David Sheppard recommended that the committee approve the current charter as written and further amendments could be added at a later date.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. David Turner to accept the Academic and Student Success Consequential Committee Charter as written and amend at a later date.

Motion carried.

Academic Task Force Recommendations

Dr. DeLauder led a discussion on the Academic Task Force Recommendations. The following task force members were introduced:

- Dr. Joe Amoako, chair of the Dept. of English and Foreign Languages
- Dr. Marwan Rasamny, chair of the Dept. of Computer and Information Sciences, president AAUP
- Dr. Young S. Kwak, interim chair of the Dept. of Accounting, Economics, and Finance
- Dr. Alexa Silver, assoc. professor, History, Political Science & Philosophy, president Faculty Senate
- Dr. Steven Newton, professor, History, Political Science & Philosophy, AAUP contract administrator
- Ms. Irene Hawkins, vice president, Human Resources
- Dr. Teresa Hardee, chief operating officer
- Dr. Saundra DeLauder, interim vice president for Academic Affairs, dean, School of Graduate Studies

A lengthy discussion followed regarding the recommendation details. Some of the 30 questions from the board that were previously submitted to the task force were reiterated. Mr. Turner noted the need to further delineate implementation strategies and metrics. Dr. Steven Newton provided some of the thought process that went into the recommendations with comments from Drs. Silver and Rasamny.

President Williams stated that he held 12 meetings on this topic since the retreat and in particular presented his recommendations to the following groups:

- General Faculty Meeting (1/12/2017)
- Deans Council (1/11/2017)
- Chairs Council (1/13/2017)

He noted that the Chairs Council was charged with streamlining academic processes with recommendations expected in 30 days. The full report and presentation have been uploaded to the Faculty Senate Forum Page with a discussion page for comments. Dr. Mishoe suggested that the Committee convene before the March board meeting to discuss progress. The Committee agreed. Dr. DeLauder will schedule a meeting in early March 2017 to discuss progress.

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

Division Update. As of January 6, 2017, total funds received to the Delaware State University Foundation for FY17 is \$2,324,550 of the \$5,000,000 annual goal.

Donor Outreach. A permanent donor recognition display has been installed in the Claibourne D. Smith Administration Building. Located on the first floor, the interactive, 55” LED monitor will feature information about the University; video messages from University leadership; highlights of donors, alumni, faculty, staff and students; DSU news; ways to give; and events. The interactive portal will serve as a “Donor Wall” that may be accessed by visitors to the administration building. In addition, donors will be able to see their names, access thank you messages from students and be apprised of upcoming and ongoing fundraising initiatives. This is a new and innovative service to the DSU community that will be primarily overseen by the Office of Donor Relations.

Alumni Online Community. The Delaware State University Online Alumni Community platform is in development with iModules. The platform will promote DSU’s current alumni programs, and will provide the opportunity for alumni to gather in an online setting to share information and chapter news.

125th Anniversary Edition Alumni Directory. Delaware State University has partnered with Publishing Concepts, LP to survey the alumni database and acquire updated contact information including new business information. After the launch on November 18, 2016, 13,637 alumni were contacted to update their details. We are currently at an 11.41% response rate which is excellent for just 2 months of activity. We will continue data collection and will conclude by producing a special 125th anniversary edition of the alumni directory toward the end of the fiscal year. Below are statistics on the current data collection.

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| Number of Home Addresses - NCOA Updated | 1,946 |
| Number of Home Phone Numbers - Verified | 399 |
| Number of Home Phone Numbers - Updated | 311 |
| Number of Home Phone Numbers - Added | 600 |
| | |
| Number of Cell Phone Numbers - Verified | 51 |
| Number of Cell Phone Numbers - Updated | 9 |
| Number of Cell Phone Numbers - Added | 924 |
| | |
| Number of Home Emails - Verified | 531 |
| Number of Home Emails - Updated | 200 |
| Number of Home Emails - Added | 667 |
| | |
| Number of Business Addresses - Added | 783 |
| | |
| Number of Business Phone Numbers - Added | 356 |
| | |
| Number of Business Emails - Added | 305 |
| | |
| Number of Job Titles - Added | 1,478 |
| Number of Employer Names - Added | 1,297 |

40 Under/Over 40 Club. The Delaware State University 40 Under/Over 40 Club was recognized at a Homecoming 125th Anniversary Celebration Event. The club was designed to address the financial need of graduating DSU students. Distinguished alumni were called upon to partner with DSU in providing scholarship funds to students demonstrating urgent need. 40 alums accepted the award to advocate for and support the University financially.

President’s Scholarship Ball. The 125th Anniversary celebration continued during the President’s Scholarship Ball, another successful event, which was held December 10, 2016, at the Dover Downs Hotel and Casino. DSU raised \$148,057 to help students financially stay in school. The 2016 President’s Scholarship Ball featured a soulful and engaging performance by gospel/R&B artist and songwriter BeBe Winans. The singer was having so much fun on stage, he extended the performance an additional half-hour beyond the previously agreed upon 45-minute set. Following the performance, DSU President Harry L. Williams presented Mr. Winans with the 2016 President’s Legacy Award. Dr. Williams also presented DSU Community Partner Awards to former state Rep. Darryl Scott, alumna Carolyn Golden Hebsgaard, DSU Alumni Association President Sheila Davis, state Sen. Brian Bushweller and Dr. Rebecca Batson, recently retired dean of University Libraries.

Dr. Jerome Holland Commemorative Statue Committee. The committee continues to meet weekly on Tuesdays to plan the development of the statue. Most recently, the sculptor shared

photographs of the foam armature of the statue, which was made from a scan of the small model. During January 2017, the Committee will be invited to view the life-sized version of the statue. In addition, meetings were held with the landscape architect regarding the placement of the statue and fundraising opportunities as part of the landscaping. A brick paver plan was introduced to the DSU community during Homecoming 2016; alumni and friends were invited to commemorate the accomplishments of Dr. Holland with the purchase of a brick paver lining the walkway surrounding the statue, featuring their name and/or personal message. Brick pavers are available to fit every budget, in increments of \$100, \$200, \$500, 5,000 and \$10,000. More information on the availability of brick pavers is available at desu.edu/Hollandstatue.

Town Gown. DSU held its first Town Gown breakfast on September 8, and the second is planned for January 2017. The Town Gown is very popular in various communities with college campuses. The purpose was to officially introduce the great things occurring at the University to our neighbors, and to propose establishing a better relationship and partnership between DSU and the businesses. Future meetings are being planned for New Castle and Sussex counties for the business communities near our campuses.

Parent Advisory Council. In an effort to build a new constituency group, the Office of Development will engage parents of DSU students in forming a Parent Advisory Council (PAC). The objective of the PAC is to explore how parents can become a more valuable partner in fundraising initiatives to their peers; share the University's strategic direction toward student success; and influence planned interaction with parents for fundraising efforts. It is expected that the PAC will allow for collaboration, thereby strengthening the relationship between the University and parents, while fostering peer-to-peer outreach. Surveys were forwarded to parents, from which a pool of interested candidates for the PAC will be drawn. The first outreach, a parent interest survey, was disseminated in December.

Tom Joyner Foundation Initiative. DSU's School of the Month partnership with the Tom Joyner Foundation (TJF) ended December 31, 2016. The TJF followed up promotion of DSU during the month of October with the 12 days of giving initiative during December, when DSU was promoted on December 21. TJF rallied alumni, individuals, and businesses for support of scholarships at DSU. The many benefits of the partnership include celebrity endorsements and periodic announcement of donors' names on the Tom Joyner Morning Show radio broadcast who give \$2,500 or more for scholarships during the months of October and December. In addition to DSU senior Kailyn Lowry, a Mass Communications major who donated \$10,000 to the Mass Communications Department and for scholarships, two major corporate donors agreed to be promoted on the Tom Joyner Morning Show, M&T Bank and Delmarva Power. In addition, the TJF will underwrite DSU's text-to-give and pledge-to-give software using mobile telephones. Structured communication with the TJF continues with bi-weekly conference calls, which began in March 2016.

Annual Giving Outreach

125th Anniversary Direct Mail. An Annual Giving fall mailing was distributed to prospective donors to solicit gifts in commemoration of the 125th Anniversary, primarily in support of scholarships. Outreach to prospective donors and LYBUNTs (gave last year, but unfortunately

not this year) was followed up with one-on-one solicitation.

Online Giving. A concerted effort was made to outreach to prospective donors and lapsed donors via this popular channel during the second quarter. Outreach for “Giving Tuesday,” November 29, 2016, began a week prior with emailed updates to remind over 4,000 supporters to contribute to DSU online. In addition, a holiday eblast was forwarded to over 6,400 on December 20.

Fall Phonathon. The Fall Phonathon scheduled for evenings from 5:00 p.m. to 8:00 p.m. during the last week of September 2016 and the first two weeks of October 2016 was a rousing success. Under supervision of the Department of Annual Giving and Grants, eight student callers called alumni, focusing on previous donors. Students were also incentivized based upon achieving the highest dollar amount in pledges, highest number of pledges, and etcetera.

Battle of the Colleges. The Battle of the Colleges was launched Tuesday, November 22, 2016, in the MLK Building, Parlor A. Alumnus Blake Saunders served as the emcee. The band and cheerleaders supported the event with uplifting performances to over 100 staff members in attendance. The DSU deans gave rallying cries to declare that the battle has begun. The Battle of the Colleges webpage, desu.edu/development/battle-colleges, was launched the following week. In response to feedback from the college deans, the fundraising activity was extended this year, to run from November 22, 2016, through March 31, 2017.

Select Grant Activity

Extensive proposal development continues. The Division of Institutional Advancement submitted 14 recent proposals to organizations. Proposals submitted this quarter totaled \$285,500. These significant opportunities are part of approximately 40 projected submittals to corporations and foundations by the end of the next quarter totaling over \$5 million. A significant number of additional prospects are currently being researched to determine funding interests and viability for supporting DSU initiatives in the coming fiscal year. Faculty and staff are being queried to determine whether they are board members of local corporations, foundations, and nonprofit organizations; an Institutional Advancement database will then be updated to code those organizations as hot prospects.

Longwood Foundation – Project Aspire. DSU received renewed funding in 2015 and robust activity is currently underway for the second year of the project. The three-year project includes strategic support for three cohorts of 100 full-time sophomores, all eligible Delawareans. The goal is for a total of 300 students to receive scholarships from the grant, increased from 89 with the previous grant. Project Aspire support includes: annual scholarships (average \$3,500) to each student based upon achievement of a minimum 2.5 grade point average and financial need. Managed by Institutional Advancement, each cohort is supported by 10 mentors – upperclassmen with a minimum 3.0 GPA – who will address non-academic issues confronting the students. This grant has a major impact on DSU’s retention rate.

DSU Training and Technology Center powered by Barclays (DTTC). Delaware State University's DTTC is set to host Apple, Inc. on January 21 for an iOS Swift programming language workshop. This will be a one day workshop. DSU is one of six sites and the only HBCU chosen for the year to host this workshop. Apple representatives will train 50 DSU students in this technology. In addition, participants may include students from the DSU Early College High School. Apple will ship all equipment (50 laptops and 50 iPads) to the DTTC for the training, and provide 12 Apple instructors on-site. Future plans for the DTTC are to offer ongoing workshops that will provide more extensive knowledge in iOS Swift language, JAVA and other technologies. Plans are underway to offer the DTTC facilities for corporate retreats and industry trainings for a fee.

HBCU Philanthropy Symposium. The renowned Kresge Foundation has awarded a competitive \$150,000 grant to support DSU in building capacity for the HBCU Philanthropy Symposium, which was founded at DSU. Over 40 HBCUs will be involved in the project and include public, private and MSI institutions. The goal is to make the Symposium a self-sustained annual event with multiple corporate and foundation sponsors. The Kresge Foundation grant is significant in that it acknowledges the great work being performed at the University, and introduces DSU's brand to other national foundations. The plan is to strategically leverage the relationship with the Thurgood Marshall College Fund, Council for the Advancement and Support of Education, Certified Fund Raisers International and others with the added resources from Kresge to increase participation at the Symposium. The investment from Kresge will also position DSU to generate new partners and sponsors from companies who have a specific interest in outreach to Institutional Advancement professionals. The White House Initiative on HBCUs has asked to promote the Symposium on the Whitehouse website, providing another national recognition of the event.

Verizon Innovative Learning Program. Verizon awarded a competitive grant, which has a strong focus on STEM, entrepreneurship, design thinking and mentoring. The program is designed to demonstrate how mobile technology can be a catalyst for increasing minority male empowerment, engagement and achievement in STEM. As an incentive for students to participate in the program, each student will be given a tablet upon completion of the program. The tablet was pre-installed with several useful applications including Autodesk3D, Microsoft Office and GeoGebra. Other components of the program are mentoring, job shadowing, and professional development, as well as summer camps and after school programming. As follow up to the three-week summer camp, Saturday workshops are held throughout the year on campus and after school programming is held at two middle schools in the Capital School District, William Henry Middle and Central Middle. Participants meet and interact with DSU faculty members, staff and students. Plans are underway for winter and spring activities with the first cohort of middle school students.

Sponsorship Trade with DART

We are negotiating a 100% trade agreement with the Delaware Transit Authority (DART). In the agreement, DSU would receive a bus wrap and 3 shelter wraps at DART bus stops for 6 months. In return, DSU would offer promotional opportunities for DART.

Chairman Turner indicated that no action items requiring approval were presented and asked that the report of the Development and Investment Committee be accepted without vote.

OPERATION COMMITTEE (Chair, Charles McDowell)

Chairman McDowell called the meeting to order at 8:45 a.m. and called the roll. A quorum was established.

Committee Chairman asked for approval of the September 21, 2016 minutes. Mr. David Turner moved to approve the minutes, and the motion was seconded by Mr. John Ridgeway. The motion carried.

Committee Chairman asked for approval of the Operations Committee Charter. Mr. John Ridgeway moved to approve the Charter, and the motion was seconded by Mr. David Turner. The motion carried to recommend approval by the full Board.

- Operations Committee. Mr. Ridgeway has requested clearly defined roles and expectations for each committee member and the group as a whole.
- Contracts. It was noted that the Operations Committee Charter has changed the requirement for Board approval for contracts in excess of \$250,000. All contracts over \$100,000 and those requiring award based on any other criteria other than the lowest bidder shall be submitted to the Committee for discussion. Contracts approved in the committee meeting will also be included on the Consent Agenda for the full Board. General Counsel will prepare necessary documents to amend the bylaws to reflect this change.

A motion was made to award Johnson Controls the contract for maintenance and controls for Facilities Management. Dr. Hardee will provide the bids given by the three companies who were under consideration.

- 2016 – 2017 Budget. The original Operating Budget based upon enrollment was \$118M. An adjustment of \$1.9M was made on the revenue side due to various revenue generating programs, cybersecurity grants and a 1.5% increase in State appropriation. An expenditure adjustment in the same amount (\$1.9M) was also made.

Dr. Hardee will explain the budget in detail to the full Board. It was suggested that an annualized comparison of revenue and expenditures, along with an explanation of the revenue diversity which is in the process of being implemented be presented at the next committee meeting.

Committee Chairman asked for approval of the 2016 – 2017 Budget. The Operations Committee unanimously moved to approve the Budget. The motion carried to recommend approval by the full Board.

- Facilities Public/Private Partnership. The project for a 500 bed residential facility with amenities, i.e. food court, and innovation center for academics, Early College High School building and Convocation Center, received seven proposals from interested firms. This initiative is a top priority for the University which is at 98% capacity in housing resources. Dr. Williams explained that 60% of Delaware State University students live on campus and in many instances, some of the current living conditions are unacceptable. The need for additional on-campus housing is driven by an increased enrollment of freshmen who are guaranteed housing, and an increase in transfer and graduate students.

Four companies were selected for interviews:

- American Campus Community – 536 capacity residential hall; \$37.8M
- Balfour Beatty – Star America – 501 capacity residential hall with student health facility; 30 – 60-year agreement; would also take over the responsibility for five other residential halls on campus – \$153M; Ground lease option; \$225M over 50 years or \$23M up front. Terms to be defined in negotiated contract.
- EDIS Company – 500 bed residential hall located west of the University Village; \$62.6M; a Delaware-based company
- University Housing Solutions, LLC – 1,000 bed residential facility with access from the Sports Annex; expands the campus by 30 acres; includes the Early College High School and Convocation Center; 60 year term; \$150M. University would receive \$2.2M annually for the first 30 years; percentage would increase thereafter.

- Financing concerns discussed included the University’s Standard and Poor’s credit rating, the effects of losing a major revenue stream and the length and terms of some of the proposals received.

- The goal for completion of a residential housing facility is Fall 2018. In order to meet this goal, plans must be submitted to the county no later than April 1, 2017. It was decided a special meeting would be held to address the immediate housing needs prior to that date to work out the details and develop a plan to move forward as quickly as possible.

- Dr. Hardee discussed the audited financial statements for FY 2016. She stated net assets increased over \$3.2 million for the current year. A more detailed discussion around the audited financial statements would be discussed in the Audit and ERM meeting as the external auditors (SB&Co would present in that committee).

AUDIT COMMITTEE (Roy Roper)

External Audit

SB & Company gave a brief overview and introduction of themselves for new members and attendees. Ms. Monique Booker and Graylin Smith communicated the results of the June 30, 2016, audit by walking through the risk assessment and the audit approach. Services provided for this audit are:

- Audits completed for Delaware State University and Delaware State University Foundation and presented as a component unit.
- A substantial portion of the Single Audit with federal compliance in accordance with the federal guidelines is completed, but there are some open items they are working with management to complete.
- Perkins loan close out procedures will be complete once available. Perkins loan procedures are the same timeline as a single audit.
- NCAA Agreed-upon procedures, currently at the status of a draft report.
- Preparation of the Federal Form 990's tax returns for DSU and DSU Foundation currently under extension through February 15; there is also one additional extension that can go up to May 15.
- Travel and Entertainment expense review for executive management complete.

The audit approach used was FORCAM: Focus on Risk, Controls, and Account Misstatement. This approach focuses on understanding various key processes for the university by meeting with the process owners to make sure controlled processes are in place, while also looking for gaps and opportunities for improvement. After gaining understanding of these processes, risks and environmental risks that are out there, the auditors then narrow it down to the risks that need to be focused on from a testing standpoint.

SBC's assessment of control environment considers 5 areas when determining if the process over those areas are working effectively for the university:

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring

Examples of a control environment that may be categorized as not effective are:

- Limited information or misinformation being reported to the board.
- A board that does not meet, yet anything that comes from the board is approved without paying attention.
- A tone where if there were internal control breaches or other issues and you could tell people did not care because there were no consequences.

SBC's evaluation of key processes looks at all financial statements and all transactions that the university processes and identifies them into processes and functions within the process. Example: Hiring an employee to paying an employee to terminating an employee is a series of various processes to process that transaction, as well as accepting a student to getting them in class to billing them and collecting their money is a process. The university is taken and divided into various processes and all the negative transactions that would occur are converted into accounting transactions to assess whether the transaction will properly show up in the general ledger so that it is reported properly, but also so that the assets are safe to audit.

Monique Booker summarized SB & Company's recommendations for:

- Financial reporting
 - Bank reconciliations
 - Student accounts receivable aging
 - Allowance for doubtful accounts policy
 - FICA Accrual
 - P-card clearing accounts
 - Prior year outstanding checks
 - Interim financial statements
 - Collection efforts on student receivables
 - Hire a controller

SB & Company closed their update by offering their contact information for further detailed conversation offline regarding any additional concerns. The committee then went into executive session.

Upon return, the committee Chair, Trustee Roper, requested that the committee abbreviate the time of the risk management update and move forward with Mr. Chad Muhlestein's internal audit update.

Internal Audit

Mr. Muhlestein started by assuring the committee that he does come with a lot of experience, but the academic and education realm is new to him. As a reminder, one definition of internal audit is to safeguard assets, compliance with laws and regulations, reliability and accuracy of data, and effecting risks and efficiency of operations. All of these areas are reflected in the audit plan. Chad added that one area that is typically not listed is ethics training and he feels that is a natural role for internal audit so he added that as well.

Mr. Muhlestein expressed that he is not seeking approval for the audit plan today, but to come up with the audit plan the large components he focused on include:

- Talking about the risk universe – members of the board received a survey asking about risks and their concerns. This survey also went out to university top leaders, such as deans and some of the vice presidents to get their input on what they perceive as risks.
- The prior audit results – what was done in the past, recommendations and whether the recommendations were implemented is all taken into consideration in determining what the audit focus is.

- Ethics investigations

The plan itself is a rolling two-year plan broken into six-month increments, January through June and July through December with days listed against subjects. The outline of the audit plan is:

- Prior audit follow-up
- High priority audits – the first six months to the first year concentrating on looking at underlying foundational controls, i.e. What is the system, who has access, is their access appropriate, are there segregation of duty issues, are there key controls within the systems we have that we should look at, and do we know all of the systems that are used in the university. Once we move past that we will see a more typical audit plan with procurement, accounts payable, etc.
- Ethics investigations
- Operations review – Title IX compliance, research knowledge protection, grant compliance, contracts etc.
- Ethics training – met with some of the deans and chairs to share a brief talk about why ethics is important and what it means to the university
- Data analytics – see great value in taking data, analyzing it, and letting it speak for itself

BoT Chair David Turner thanked Chad for his efforts thus far and speaking on behalf of the Audit Committee he stated that Chad has a direct line to the board and vice versa, so should he feel compelled with the right and obligation to come directly to the board and the Audit Committee.

RISK MANAGEMENT UPDATE

The ERM team recently took on the functioning of handling animal care in relation to research.

OTHER BUSINESS

It is the duty of the Audit Committee to hire and fire the external auditors. In SB & Company's contract they offer an option for 2 one-year engagements. Since the standard three years is up for SB & Company, the Audit Committee needs to assume the decision on whether to exercise that option or go out for another auditor.

Trustee Leroy Tice took a moment to thank General Counsel David Sheppard for his hard work on the consequential charter and incorporating the committee's feedback. The charters are currently in draft form, so the committee will be adopting them in this form with the expectation that the committee will amend them in the future. During the process of the charter there was a robust conversation around whether to include legal into the title, but because there was not full agreement the committee moved forward without it. Vice Chair Granger suggested taking a look at other universities to get a better idea of how to integrate the legal function more effectively to the board and recommended the committee take action in doing that within the next year.

Motion was moved for the approval of the Consequential Charter. The motion was carried and approved.

PERSONNEL AND COMPENSATION COMMITTEE

No report provided

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

- Dr. Williams reported on the following items:
 - Welcomed new Board Member Kathy McGuiness.
 - Thanked the board for their engagement in the Board Retreat that was held on January 9, 2017.
 - Priority is to find a new Provost.
 - DSU has partnered with Korn Ferry for recruitment support and will assist Irene Hawkins.
 - The Board submitted 30 questions for the new Provost.
 - Timeline for new Provost is set for the next academic school year.
 - Continued efforts with General Assembly relationship and planning a dinner soon.
 - Met with governor-elect to discuss plans and will continue to communicate with the delegation.

President Williams also recapped every one of the importance of telling our stories and reminded the BoT of upcoming events such as the Town Gown and the Prayer Breakfast.

Upcoming Events Included:

- First Lady’s Hat and Gloves Tea – March 26, 2017, 4:00 p.m., MLKSC
- Renewable Energy Education Center Ribbon Cutting Ceremony - Feb 13, 9:30 a.m., Old Science Center Room 228

RESOLUTIONS

Resolutions that were passed by the Board – Conducted by David Sheppard

1. Resolution to Amend Article V, Section 2 of the Bylaws Regarding Authority of the Board (basically this amended the Board’s authority as it relates to its approval of contracts having a total spend of \$250,000 or more).
2. Resolution to Amend Article VII, Section 1 of the Bylaws Regarding Standing Committees of the Board (this resolution amended the Standing Committees of the Board, as captured in the Bylaws, to adopt new Consequential Committees in place of the old Standing Committees).

3. Resolution to Adopt Committee Charters for the New Standing Committees of the Board (self-explanatory).
4. Resolution Adopting Policy on the Use of Consent Agendas (allowed for the use of the Consent Agenda process in transacting Board business).
5. Resolution Adopting New Conflict of Interest and Confidentiality Policy under Appendix A of the Bylaws and Conflict of Interest Acknowledgement and Disclosure Statement (Appendix A of the Bylaws is a Conflict of Interest Policy. This resolution had the effect of replacing the old COI Policy with the new Conflict of Interest and Confidentiality Policy and adopting the new Conflict of Interest Acknowledgement and Disclosure Statement).

PUBLIC COMMENT

There were no public comments made during the meeting on January 19, 2017.

EXECUTIVE SESSION

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

The motion passed unanimously.

Chairman Turner convened the Executive Session at 4:03 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.

ADJOURNMENT

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

The meeting adjourned at 4:03 p.m.

Respectfully submitted,

David G. Turner, chairman

**DELAWARE STATE UNIVERSITY
DOVER, DELAWARE
ADDENDUM OF MOTIONS AND ACTIONS TAKEN BY THE
BOARD OF TRUSTEES ON THE MEETING
January 19, 2017**

1. Approved the minutes of the September 22, 2016, quarterly meeting of the Board of Trustees.
2. Approved the report from The Trustee Committee.
3. Kathy McGuinness was sworn in by Chairman David Turner
4. Dawn Mosley was accepted as the new Board Secretary
5. Accepted moving to a Consent Agenda
6. Accepted moving with adding Business and Mathematics Analysis as a concentration.
7. Accepted taking 30 minutes to cover specific matters/topics during board meetings.
8. Accepted to set a date to provide feedback on charter editorial tweaking.
9. Accepted the report from the Executive Committee.
10. Accepted the report from the Student Affairs Committee.
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 Operations Committee.
14. Accepted the report from the Audit Committee.
15. Accepted the report from the Personnel and Compensation Committee.
16. Accepted the report from the President.
17. The Board went into Executive Session to discuss personnel and legal matters.
18. Approved adjournment.