



Delaware State University

Dover, Delaware 19901

Board of Trustees Meeting Minutes
March 16, 2017

**DELAWARE STATE UNIVERSITY
DOVER, DELAWARE**

**Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, March 16, 2017**

Call to Order

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, March 16, 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 1:37 p.m. Chairman Turner welcomed the attendees.

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. 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	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 assoc. vice president and Athletics director
Leroy A. Tice, Esq	Dr. Bradley Skelcher, associate provost
Mr. Mark A. Turner – via phone	Ms. Dawn Mosley, board secretary
Dr. Devona E. Williams – via phone	Mr. Carlos Holmes, director of news services
Mr. John Ridgeway	
Mrs. Kathy McGuinness (new member)	
Mr. Roy Roper	
Dr. Debbie Harrington	

EXECUTIVE COMMITTEE (Chairman David Turner)

Chairman Turner provided a recap of the Executive Session:

- Early High School to provide projections of enrollment and need for additional facilities.
- A lot of group work and branding effort has been provided for the DSU Online project.
- Quite a bit of an investment has been made into the Wilmington location. We need a path forward to get more students at this site.
- Chairman Turner feels that the enrollment is Wilmington flat or declining and this responsibility has been given to President Williams to follow up with the Board.
- Blackboard is only providing support for the DSU Online programs.
- There is a gap in facilities and enrollment.
- Congratulates Dr. Williams and Dr. Hardee for getting the bond refunding done quickly.

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

Dr. Harrington called for a motion to pull the Promotion and Tenure topic out of the agenda.

The motion was made by Dr. Harrington and seconded Dr. Mishoe to pull the Promotion and Tenure topic out of the agenda for discussion.

Motion carried.

Dr. Harrington said that the Promotion and Tenure ended up being criteria base, but they did not discuss in their committee meeting whether or not it is related to budget and are looking to better understand the impact. Dr. DeLauder explained that it includes ten (10) promotions and the CBA does not provide any contingencies. Vice Chair Granger asked if this will be impacted if we have a 5-10 percent budget cut and if so how?

President Williams stated that there are no contingencies associated with the budget and nothing states that if the funds are not available the tenures will still be considered. President Williams added that the promotions are merit based and that the CBA is the driver. Vice Chair Granger suggests that there be more discussion if the state does a 5% or 10% cut in state appropriations.

Chairman Turner believe there are short-term and long-term issues that need to be addressed and President Williams is responsible for the short-term funding issues. Dr. DeLauder added that this would include 18 people. Trustee McDowell clarified that this would be approximately \$200-250K total cost. Dr. Williams stated that letters would have to be approved in the March 2017 board meeting to be done by the end of the fiscal year. General Counsel Sheppard clarified the fiscal year is July 1 through June 30 and informed the Board that under Article V,

Section 2, Paragraph I of their Bylaws, they have the responsibility to approve faculty promotions and tenure.

- Chairman Turner asked that the committee go back and look at the budget for the task force and define what they hope to gain from the restructuring. Chairman Turner also discussed delaying the timeline for the task force until the new provost is on board.
- The Athletic Department was added to the student success agenda. This is the first time this was really looked at regarding the program. Additionally, they have asked the athletic director “Skip” Perkins to come back to the next committee meeting ready to discuss how they will move forward.
- Business department had their accreditation review.
- President Williams stated that the balance of men’s and women’s sports needs to be reviewed and added as a point of information there has been concern that our football team plays Tier 1 schools and how that impacts the morale, but notes that this is a revenue decision. Alumni are not happy with the outcome, but the benefit helps the budget.
- Chairman Turner has asked Skip to come back to and provide a budget plan.
- Chairman Turner said we should look at the equity issues.
- Trustee Ridgeway wants to know how we expand the pool of activities and stated that DSU probably has more activities than anyone at the MEAC. He feels that the other HBCUs have a bigger budget and the football program will put us in an unfavorable ratio.
- Student Affairs has looked at apartment complexes -- still problems with space issues that need to be addressed.

STUDENT SUCCESS COMMITTEE

Approval of Promotion and Tenure Recommendations

Dr. Sandra DeLauder, interim vice president for Academic Affairs and dean of the School of Graduate Studies and Research, described the Promotion and Tenure Process. Per the instructions of the acting AAUP president, the candidates followed the 2010-2015 Collective Bargaining Agreement. Under the 2010-2015 Collective Bargaining Agreement, the candidate’s dossier is reviewed by the Department’s Personnel Committee. The Committee renders a decision to the Department Chair. The chair in turn renders a recommendation to the Academic Dean. The University Promotion and Tenure Committee, elected by the Faculty Senate, reviews each dossier and renders a decision to the Provost. If the Promotion and Tenure Committee renders a negative recommendation, the dossiers are forwarded to the Ad Hoc Committee for further review prior to submission to the Provost. The Provost renders a decision and forwards this decision to the President. These recommendations are then submitted to the Student Success Committee for recommendation to the Board of Trustees for final approval. A candidate also has the opportunity to appeal any negative decision in the process.

The list below summarizes the categories for the 2016-2017 Recommendation of Candidates for Promotion and Tenure. There were a total of 33 applications for promotion and tenure that fall in the following categories:

- Promotion to full professor – 10 candidates
- Promotion to associate professor – 8 candidates
- Tenure – 11 candidates
- Promotion and Tenure (exceptionality clause) – 4 candidates
-

Of these, the recommendations were as follows:

- 10 recommendations for promotion to full professor
- 8 recommendations for promotion to associate professor
- 11 recommendations for tenure
- 2 recommendations for tenure and promotion (exceptionality clause)

President Harry Williams explained that the P&T process has several steps in order to ensure objectivity. Since many departments have not established promotion and tenure criteria, the minimum criteria must be employed. Departments are required to establish criteria that must be reported to Middle States in the Periodic Review Report (PRR) due June 1, 2017.

Mr. John Allen asked to see the P&T process mapping. Dr. DeLauder indicated that she will provide the committee a copy of the CBA flowchart outlining the P&T process.

Dr. Harrington asked for a motion to accept the recommendation to approve the 2016-2017 promotion and tenure recommendations as presented.

The motion was made by Dr. Wilma Mishoe and seconded by Mr. John Allen to approve the 2016-2017 promotion and tenure recommendations as presented.

Motion Carried.

Academic Task Force Update

Dr. DeLauder provided an update on the Task Force recommendations. A call meeting was scheduled on February 20, 2017, where the President's recommendations and proposed project management team along with feedback from the academic units were presented and discussed. The Committee agreed that the Provost should be allowed to review any recommendations before moving forward. In addition, it was noted that the timeline for hiring a new provost should be shortened in light of this recommendation. In the interim, recommendations around the budget (\$500K - \$700K) should be clarified and that ongoing activities charged to the Department Chairs focused on streamlining processes primarily around student services delivery should continue to move forward.

Athletics Report

Mr. Louis "Skip" Perkins, associate vice president & athletic director, provided an Athletics Report. Delaware State University's Department of Intercollegiate Athletics currently sponsors eighteen (18) National Collegiate Athletic Association (NCAA) Division I varsity

sports programs, representing three (3) conferences majority -- Mid-Eastern Athletic Conference, women's lacrosse – Atlantic Sun, women's equestrian – National Collegiate Equestrian Association and one (1) Independent (women's soccer) with approximately four hundred (400) student-athletes.

Mr. Perkins discussed the strengths and challenges of the athletic program. With regards to strengths, he noted the following:

- Student-athletics add to the academic climate at Delaware State University. On average, students hold in excess of a 3.0 grade point average
- The graduation success rate is at 77% which is higher than the remaining DSU student body.
- All DSU athletic teams maintain NCAA Academic Progress Rate scores above 930 (No penalties and waivers).
- Student-athletics are engaged in community service activities every semester. Habitat for Humanity, Project Life Movement Bone Marrow Donor Drive, Power of Pink 5K Run/Walk, Kent County Foster Kids Christmas Party and Read Across America are just a few of the activities in which the students are involved.

He highlighted some of the teams' successes as follows:

- Mid-Eastern Athletic Conference (MEAC) – Championship Women's Bowling (2016), MEAC North Division Champions Women's Softball (2014-2016)
- Eastern Collegiate Athletic Conference (ECAC) Crown Women's 4X400 at the Penn Relays (2016)
- Winning records: Women's Bowling, Women's Equestrian, Women's Softball, Women's Tennis and Baseball
- MEAC Rookies of the Year Women's Basketball (Najai Pollard) and Basketball (Devin Morgan), MEAC Most Valuable Player Women's Bowling (Stephanie Sheridan), MEAC Coach of the Year Women's Softball (Amber Jackson)

In addition to the successes garnered through the teams' efforts, alumni have increased their giving through the Foundation's Champion Fund. And, an alumnus donated funds to purchase two vans for the athletic teams. Ticket sales have increased by 10% for football and both men's and women's basketball. Mr. Perkins noted a number of businesses that have signed cash and in-kind partnerships with the University. Three motor coaches have DSU promotional wrapping and are utilized for Athletic travel. This has added positively to the DSU brand.

Accreditation Update

- **MSCHE Periodic Review Report**

Dr. DeLauder discussed the Middle States Commission on Higher Education's Periodic Review Report (PRR) that is due June 1, 2017. She noted that MSCHE is moving from a 10-year to an 8-year cycle and that this would be the last PRR submitted in this manner. A draft document was submitted to the committee for review with a request to receive all feedback in 30 days (4/6/2017).

Dr. DeLauder noted that the two areas that must be addressed are multi-year budgeting and promotion and tenure processes as these areas were noted from the Self-Study in 2012. In addition, the PRR should provide a summary of institutional effectiveness initiatives since reaffirmation. The Table of Contents summarizes the additional areas planned for submission including the PPI, Academic Task Force Recommendations, evidence of student engagement and student success as well as utilization of data for improvement.

- **ACEN**

Dr. DeLauder reported that the Department of Nursing received a positive report from their external accreditors (Accreditation Commission for Education in Nursing). The team was so pleased with their findings that they left a day early. The site visiting team noted that they will submit a positive report to the Evaluation Review Panel (ERP), a three-member team, who will review the department's self-study report along with the site visit team's report. Their recommendation will be submitted to the ACEN Board of Commissioners in July with the expectation that the final decision will be rendered in August 2017.

Housing Update

Dr. Stacy Downing, vice president for Student Affairs & Enrollment Management, provided an update on housing. She noted that historically 821 spaces have been designated for freshmen leaving approximately 1,586 spaces for upperclassmen; however, given recent enrollment trends (i.e. 921 freshmen in 2016-2017 for example), this will leave fewer spaces for upperclassmen.

Dr. Downing stressed that the goal is to educate and ensure that our students meet the deadlines. The first online application will be for students renewing their spaces; next for the Village and the Courtyards. Once all applications are in for first priority students who are renewing, then it will be determined what is available for the rest of the student population who completed the application process. Dr. Downing further noted that the University has a high population of students who want to stay on campus; the students love their campus community.

Dr. Downing stated that a small committee has been formed and has been meeting since the end of October/early November to discuss strategies to help eliminate and relieve pressure on the housing wait list. Mr. Sheppard has reached out to the Hampton Inn and created an agreement for 40 spaces to house DSU students. A revised shuttle schedule will be needed to accommodate these students. Dr. Downing is very excited and this initiative will help a great deal with the housing wait list situation.

Dr. Downing also shared another initiative is partnering with area apartment complexes that are willing to house some of our students. Mr. Phillip Holmes, director of Housing and Residential Education, and his team have pursued that initiative and have narrowed down apartment complex options to two complexes offering 10-month as well as 3-, 6-, 9- month lease options.

Dr. Downing noted that next steps would entail working out the amenities and logistics associated with establishing a comprehensive package for the students. Will the University pay the apartment complexes directly using the students' financial aid to pay for these expenses or bill the students directly? Apartment complexes generally require credit checks and expect upperclassmen to have good student code of conduct records. Dr. Downing has asked Mr.

Sheppard to assist in finalizing the logistical details of these contracts regarding payment processes and property management issues (i.e. liability for student property damages).

Dr. Downing feels that these two strategies will alleviate some of the challenges that were experienced last year. In addition, a new communication plan has been implemented through Housing that should also assist in alleviating some of the difficulty with students not meeting critical deadlines.

The intent is to continue to educate the student population to meet deadlines and complete processes.

Dr. Harrington asked who is going to be responsible for the housing contract; would it be the University or the students? Dr. Downing stated that these conversations are taking place now regarding those logistics with the goal of making the process as easy as possible for the students. Dr. Downing also shared that the financial aid details have to also be worked out to ensure that the process works smoothly. Dr. Williams shared that a Memorandum of Understanding is required. This will be the first time that the University has ventured out to reach out to apartment complexes for student housing.

David Sheppard added that in a lease relationship, typically the occupant is responsible for the property. However, if the agreement is between the University and apartment complex and the student does something to the property, the University would be responsible. Ideally, the student should be held accountable as if it were campus housing. Dr. Downing added that they are still having conversations about the code of conduct for the apartment complexes.

Chairman Turner posed a question about security and how it would be monitored at the apartment complexes with DSU students living there. Dr. Downing's response was that it would be out of the University's jurisdiction; however, Chief Downes has a good relationship and works closely with the Dover and Capitol Police departments. In prior incidents that have taken place off-campus, DSU has always been notified. Mr. Sheppard added that DSU campus police would ride by periodically to check on the DSU students.

INNOVATION & SUSTAINABILITY COMMITTEE (Vice Chair Granger reporting)

Endowment Portfolio Review

Goldman, Sachs & Company representative Mr. Jeffrey Mitzak, via telephone, gave an overview of the endowment account and investment strategy.

Goldman, Sachs & Company was invited to come in person to the next board meeting which is to be held in June 2017. Mr. Echeverri asked if Goldman, Sachs & Company can prepare a comparison growth report for the meeting. Mr. Mitzak invited Dr. Pickrum to attend the Goldman, Sachs & Company Symposium which will be held in mid-October.

Innovation & Sustainability Charter Goals Reports

Dr. Pickrum, Dr. Harrington and Dean Covington gave an update on the status of their unit goals.

Pillar 1 Goal (Dr. Vita Pickrum) – Resource Generation from Public & Private Sources.

Goal 1: Launch new campaign January 2017 with \$xx goal based on feasibility study findings and industry best practices.

We are in the quiet phase of our new campaign. A RFP was released to acquire a campaign consultant for the stretch goal. After the consultant is obtained, we are planning a campaign strategy session to determine the scope and focus of the campaign. We are in the process of identifying a campaign chair and key individuals to serve on the various campaign committees. Board members will be asked to recommend candidates for appointment to the various campaign committees.

Simultaneously, we are launching a targeted capital campaign to raise funds for a building to house the Early College High School.

Goal 2: Establish a University-wide consolidated database of existing public and private industry partners and prospects based on University focus areas and academic strengths.

Institutional Advancement is continuing work to retain and cultivate new corporations and foundations to support the work of DSU. A database has been developed of major corporations and foundations that have some affiliation with DSU through their Board members, organizational membership, contracts, etc. This database will be the foundation for strategic alignment with industry to ensure student success through paid and experience-based internships, grants and contracts.

Renewable Energy and Education Center. As a result of a generous grant from Delmarva Power/Exelon Corporation (thanks to Trustee John Allen), the first ever Renewable Energy and Education Center (REEC) opened on February 13, 2017. DSU President Harry L. Williams, Delmarva Power Regional President Gary Stockbridge and U.S. Sen. Tom Carper, along with others participated in a ribbon cutting ceremony that marked the establishment of the new center, which is located in the Luna I. Mishoe Science Center. The new REEC will help increase access to clean energy and advance the state's goal to get 25 percent of its electricity from renewable sources by 2025.

Barclays Bank. Barclay Banks continues to be a significant partner with DSU. The company has funded the development of the DSU Training and Technology Center which was selected to host Apple Corporation's iOS training for DSU. DSU was the only HBCU selected for the

training. Forty students benefited from this experience. Barclays has contracted to have a video produced on the training being conducted in the DTTC. This video will be used for promotional purposes for the DTTC.

DuPont – DuPont Scholars. DSU received renewed funding in 2017. The fundraising request revolved around ensuring the success of our students by providing resources that will shape them into leaders within Delaware and throughout the global community.

Longwood Foundation – Project Aspire. DSU received renewed funding of in 2015 and robust activity continues 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.

Goal 3: Work with the Colleges to identify signature programs for funding.

Work is underway to implement the MOU with GE-Africa. Through the MOU, collaborative work is being developed with the College of Agriculture and Related Sciences, and the College of Education, Health and Public Policy for student internships, joint research and training. This project broadens our international work. An advancement officer is assigned to each college to assist in fundraising.

Pillar 2 Goals (Dr. Melissa Harrington) – Resource Generation from research, intellectual properties, and economic development through startup companies, sponsored programs, and the development of a “for profit” entity as part of the University structure.

Goal 1: Support the DIST with professional development, and resources to implement new initiatives to increase the number of grants and contracts.

Dr. Harrington addressed submission of a grant to the “Research Centers at Minority Institutions” (RCMI) grant program from the National Institute for Minority Health and Health Disparities (the deadline was March 7). One of Dr. Harrington’s goals for the DIST is to broaden the number of faculty, departments and colleges that are involved in grant-funded activities – which means more proposal submissions.

RCMI grants fund large research centers at minority serving institutions with PhD programs and support research that is basic biomedical, behavioral and clinical. DSU’s RCMI proposal would support establishment of a Center for Behavioral and Neuroscience Research. About ¼ of the budget would support basic biomedical research in the area of neurodegeneration and

neuronal network dysfunction by supporting faculty in the biology department who are studying Alzheimer's and Parkinson's disease and epilepsy, while the remainder of the budget would support development of DSU's capacity in research related to the behavioral and social determinants of health. The center would have a program of pilot grants to help faculty establish research projects, it would establish a community engagement core to help recruit community-based partners and participants for research projects, and it would fund recruitment of an established, NIH-funded, faculty member who could provide real leadership and be a mentor for early-stage investigators. This spring with the grant submitted it will be time to move forward with a plan for online processing of grant submissions.

Pillar 3 Goals (Dean Donna Covington) – Establishment of Corporate and Private Partnerships to Support the Year 2020 Strategic Plan.

Goal 1: Develop and manage a plan to engage prospects as new revenue partners.

Dr. Pickrum will send out the current list of revenue partners so we can secure the base. DEEP DAY is March 21. We have successfully engaged local and national companies to participate again this year. In addition, companies have agreed to have informational tables set up during the day.

The Dean of the College of Business has been approached by Apple to make the Bank of America an Apple building.

As a result of the SAP relationship, Stanford has been engaged to do a pilot with approximately five computer science students this summer for research. If the pilot is successful, the students will be offered an all-expense paid entry to Stanford's graduate program.

Goal 2: Increase the number of corporations offering student internships by xx percent.

Internship Update using the College of Business as a pilot. Contract work with Raytheon – we agreed to schedule a phone call

OPERATIONS

- Prepared a presentation on what DSU would do if it had to sustain a 5% or 10% cut in state appropriation.
- Current year budget is on track to end on budget.
- Housing – committee is proceeding with housing planning in term of having new housing by the fall 2019. Goal is to increase housing.
- No action items

AUDIT COMMITTEE (Roy Roper)

- Report will be done in Exec. Session.
- Mentioned internal audit on Athletics.
- Mentioned University cell phones.

OTHER BUSINESS

No report provided.

PERSONNEL AND COMPENSATION COMMITTEE

No report provided.

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

Full report included in board portal.

Dr. Williams reported on the following items:

- Priority is to find a new Provost.
- Now have 5 candidates who will be interviewed.
- Moving forward with 5 potential candidates for the initial review for the new Provost.
- Important they we stay engaged with our legislators. Each representative gave and reached a total of \$250K to repair sidewalks.
- The AME 94th anniversary was held here in Dover and is very beneficial to continue our engagement.
- Presentation was made to the Bonville.
- Video on White House visit for HBCUs was shown. President Williams notes that this was not just a photo opportunity, but the chance to meet congressmen and leadership. He stated that there was a lot of value in the listening session with Lamar Alexander.

Upcoming Events Included:

- First Lady's Hat and Gloves Tea – March 26, 2017, 4:00 p.m., MLKSC
- DEEP Day – March 21, 2017 – Corporate friends will provide info about job opportunities.
- Additional highlights include the Battle of the Colleges is 2/3 away from the \$30K goal.
- May Commencement – Alumni Stadium, May 13, 2017 10:00 am.

RESOLUTIONS

There were no resolutions.

PUBLIC COMMENT

One public comment was made by two DSU students, Tereem Scott and Gabriel Davis, who addressed the board regarding the use of Aramark food services provider and expressed their concern that utilizing them shows our support of mass incarceration. Their comments were accepted by Chairman Turner and he thanked them for their concern and coming to share their thoughts.

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 2:38 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 4:38 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
March 16, 2017**

1. Approved the minutes of the January 19, 2017, quarterly meeting of the Board of Trustees.
2. Approved the report from The Trustee Committee.
3. Accepted the report from the Executive Committee.
4. Accepted the report from the Student Affairs Committee.
5. Accepted the report from the Educational Policy Committee.
6. Accepted the report from the Development and Investment Committee.
7. Accepted the report from the Operations Committee.
8. Accepted the report from the Audit Committee.
9. Accepted the report from the Personnel and Compensation Committee.
10. Accepted the report from the President.
11. The Board went into Executive Session to discuss personnel and legal matters.
12. Approved adjournment.