DELAWARE STATE UNIVERSITY
DOVER, DELAWARE

Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, January 23, 2014

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, January 23, 2014, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Mr. David Turner, vice chairman of the Board of Trustees, called the meeting to order at 1:36 p.m.

<table>
<thead>
<tr>
<th>MEMBERS PRESENT</th>
<th>OTHERS ATTENDEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Claibourne D. Smith, chairman –via telephone</td>
<td>Dr. Harry L. Williams, president Delaware State University</td>
</tr>
<tr>
<td>Mr. David G. Turner, vice chairman</td>
<td>Mr. Kemal Atkins, vice president for Student Affairs</td>
</tr>
<tr>
<td>Mr. John J. Allen, Jr.</td>
<td>Ms. Carolyn Curry, vice president for Institutional Advancement/chief of staff</td>
</tr>
<tr>
<td>Mr. Robert E. Buccini – via telephone</td>
<td>Dr. Teresa Hardee, vice president for Finance</td>
</tr>
<tr>
<td>The Honorable Michael N. Castle</td>
<td>Dr. Noureddine Melikechi, vice president for Research, dean</td>
</tr>
<tr>
<td>Mr. José F. Echeverri</td>
<td>Thomas Preston, Esq., general counsel</td>
</tr>
<tr>
<td>Mr. Barry M. Granger –via telephone</td>
<td>Ms. Candace Young, athletic director</td>
</tr>
<tr>
<td>Ms. Lois M. Hobbs</td>
<td>Dr. Jan Blade, president, Faculty Senate</td>
</tr>
<tr>
<td>Charles S. McDowell, Esq.</td>
<td>Mr. Carlos Holmes, director of News Services</td>
</tr>
<tr>
<td>Mr. Wesley E. Perkins</td>
<td></td>
</tr>
<tr>
<td>Mr. Jim Stewart</td>
<td></td>
</tr>
<tr>
<td>Mr. Mark A. Turner</td>
<td></td>
</tr>
<tr>
<td>Dr. Devona E. Williams</td>
<td></td>
</tr>
</tbody>
</table>

Vice Chairman David Turner welcomed members of the Board and stated he would be presiding over the meeting because of Chairman Smith’s recent surgery. The Chairman teleconferenced.

Vice Chairman Turner asked for approval of the September 19, 2013 Board minutes. Mr. John J. Allen, Jr. called attention to a correction to the minutes; he indicated that his name was omitted from the roster of Board members present. Page two of the September 19, 2013 Board of Trustees minutes was amended to include Mr. John A. Allen, Jr. as present at the meeting (Attachment A).
Vice Chairman Turner asked for and received a motion that was seconded to approve the minutes of the September 19, 2013 quarterly meeting of the Board of Trustees as amended.

The motion passed unanimously.

**Executive Session**

Vice Chairman Turner stated that there was no need for the Board to go into Executive Session.

Vice Chairman Turner asked for Committee Reports beginning with the Executive Committee.

**EXECUTIVE COMMITTEE (Mr. David Turner, vice chair)**

Vice Chairman Turner stated that the Executive Committee met on January 9, 2014. The Committee discussed some of the progress made since the December Board retreat relating to KPIs, strategies and assigning aspirational peer targets. He pointed out that much of this new information was included within the Board packages and the progress made since the December retreat was evident.

He noted that the Committee engaged in an in-depth discussion on the Early College High School in an attempt to focus on those critical items necessary to ensure the successful launch of the high school. Vice Chairman Turner indicated that while the Early College High School is covered in other Committee reports, the Executive Committee wanted to advance its thinking and have some time to thoroughly consider matters related to the high school.

**COMMITTEE ON TRUSTEES (Mr. Charles McDowell, chair)**

Vice Chairman Turner called on Mr. Charles McDowell to give the Report of the Committee on Trustees.

DELAWARE STATE UNIVERSITY
BOARD OF TRUSTEES
Committee on Trustees Report
December 17, 2013

Mr. McDowell stated that the Committee recommends that the Board’s Guidelines For Trustee Participation, Leadership and Succession be amended to permit Committee Chairs to serve for five consecutive years rather than three and for the Guidelines not to preclude any current Committee Chair from serving until January 1, 2016. The Committee also recommends that Board members’ self-evaluation and performance review by the Chairman occur every other year rather than annually to
conform to operating practice. To accomplish these revisions, Mr. McDowell moved the adoption of the following Resolution:

RESOLUTION AMENDING GUIDELINES FOR TRUSTEE PARTICIPATION, LEADERSHIP AND SUCCESSION

WHEREAS, based on the recommendation of the Committee on Trustees, the Board wishes to amend its guidelines regarding Trustee participation, leadership and succession.

NOW THEREFORE BE IT RESOLVED, that the "GUIDELINES FOR TRUSTEE PARTICIPATION, LEADERSHIP AND SUCCESSION," set out below, are hereby adopted with deletions indicated by brackets "[]" and additions indicated by underlining.

GUIDELINES FOR TRUSTEE PARTICIPATION, LEADERSHIP AND SUCCESSION

"The business and affairs of Delaware State University are governed by its Board of Trustees. This is an immense responsibility involving the stewardship of a valuable state resource with 400 acres, 50 buildings, 4500 students, 300 faculty and staff providing education over 20 departments, a $100 million annual budget and a proud 120 year history. To successfully accomplish this task the Trustees must have many skills and must apply those skills with dedication.

Qualifications of Trustees. The successful governance of a complex, quasi-public, educational institution requires many general skills, including executive leadership, higher education administration, strategic planning and financial management. Skills and experience in certain more specialized areas are also useful: law, accounting, human resources, information technology and real estate management and development. In addition, as a non-profit, state assisted institution, the University also needs Trustees who have substantial presence in the community in order to assist with fundraising and government relations. Finally, the University’s alumni are a critically important University constituency, so it is important to have Trustees who have a substantial connection to the history and traditions of the school.

It cannot be expected that all Trustees will have all of these important skills and experiences but, in general, each Trustee must be able to contribute in a significant way in several of these areas. Moreover, the minimum responsibilities of all Trustees include regular attendance at Board and Committee meetings, adequate preparation for and active participation in these meetings, staying well informed about the University including by regular attendance at University events, advocating for the University in the community and providing meaningful financial support for the University. Meaningful financial support means including the University as one of a Trustee’s top several charitable
beneficiaries, providing support at a level commensurate with a Trustee’s financial ability and helping to raise money for the University from outside sources.

To ensure that Trustees are meeting their responsibilities to the Board, each Trustee should [annually] every other year complete a self-evaluation of his or her contribution to the Board and the Chair should review this with each Trustee. A Trustee who is not able to meet his or her minimum responsibilities should resign and make room for another person who is more able to contribute to the work of the Board.

**Succession Planning.** Another important quality of successful Boards of Trustees is ensuring that Trustees do not serve so long as to get stale in the job; a regular injection of new ideas and energy is critical to maintaining the vitality of the Board. Therefore, the following rules with respect to term limits shall apply:

1. A Board member shall not serve more than 12 years (2 - six year terms). By statute, Board terms last for 6 years. Therefore, if a Board member who is elected or appointed to complete an unexpired term of less than 6 years is reelected or reappointed for a third term that would cause total consecutive service to exceed 12 years, that Board member shall resign upon the completion of 12 years of service. Up to 5 years’ service as Chair of the Board shall not count against the 12 year limit. In addition, the 12 year limit shall not preclude a Trustee from serving an additional year after the end of his/her service as Chair.
2. A Board member shall not serve as Chair of the Board for more than 10 consecutive years.
3. A Board member shall not serve as Chair of a Board Committee for more than [three] five consecutive years.
4. The above term limitations shall start again after a Board member has been off of the Board for a full year.
5. Upon the adoption of these rules they shall not preclude (i) an existing Trustee from completing a current term of office; or (ii) the existing Board Chair from serving as Board Chair or an existing Board committee Chair from serving as that committee chair until January 1, [2014] 2016.
6. As a means of retaining the benefit of the expertise and experience of former Trustees, former Trustees may be appointed to serve as non-Trustee members of Board committees (except for the Executive Committee).

As a companion to the term limit rules, the Board must ensure the maintenance of institutional history in its leadership by having a regular plan for successor training. Accordingly, the Vice Chair of the Board should be a person who is viewed as capable of and in training to become Chair. In addition, Trustees, particularly those viewed as having the potential for Board leadership, should serve rotating terms on different Board Committees, and vice chairs of Committees should be designated with a view toward succeeding to chairmanship of Committees.

**Procedures for identifying and recruiting Trustees.** In order to ensure the availability of well qualified candidates for election or appointment as Trustees, the Committee on Trustees is given the major responsibility for identifying and recruiting
prospective Trustees. However, each Trustee should also be on the lookout for good candidates and bring them to the attention of the Committee on Trustees. The Committee on Trustees is also responsible to develop and maintain a relationship with the Governor so that, when a gubernatorial appointment spot becomes available on the Board, the Committee is in a position to provide recommendations to the Governor.

As a vehicle for recruiting and grooming prospective Trustees, non-Trustees may be appointed to serve as non-Trustee members of Board committees (except for the Executive Committee). Any action taken by any committee must be approved by Trustees who constitute at least a majority of the Trustee members of that committee.”

Mr. McDowell asked for and received a motion that was seconded to adopt the resolution amending Guidelines for Trustee Participation, Leadership and Succession.

The motion was unanimously approved.

Mr. McDowell next stated that the Committee on Trustees recommends that, in order to increase the efficiency of operation of Board Committees and Administration support, the Finance and the Buildings and Grounds committees be combined into one committee to be known as the Finance and Facilities Committee. To accomplish this Mr. McDowell moved the adoption of the following Resolutions:

**Resolutions to Amend Bylaws**

RESOLVED That, the Bylaws of Delaware State University shall be amended to combine the Finance Committee and the Buildings and Grounds Committee into a single committee to be called the Finance and Facilities Committee, to be accomplished as follows:

1. Every reference to the “Finance Committee” or the “Buildings and Grounds Committee” shall be changed to refer to the “Finance and Facilities Committee.”

2. Article VII, Section 1, paragraph G shall be deleted and in its place shall be substituted the following:

G. The Finance and Facilities Committee shall consist of at least five members appointed by the Chair of the Board. This committee shall work primarily in areas dealing with finances, personnel and facilities. It shall deal with subjects including, but not limited to, finance, recommendation of the annual budgets and on-going budgetary activity, budget preparation, debt financing, insurance, pensions, contracts, collective bargaining agreements, compensation and personnel policies for non-bargaining
employees. It shall also recommend action to the Board and/or recommend adoption of policies related to the development of the campus consistent with the Campus Master Plan and recommend revisions to the plan as appropriate, long-range plans for physical plant and campus development, property acquisitions and disposals, and all other property matters which might arise. It shall periodically review the adequacy and condition of capital assets; and deal with other capital issues as directed by the Board.

3. Article VII, Section 1, paragraph “L” shall be deleted and paragraph “M” shall be relabeled “L”.

FURTHER RESOLVED that these amendments shall be effective upon their adoption by the Board.

Mr. Charles McDowell asked for and received a motion that was seconded to adopt the resolution to amend the bylaws to combine the Finance Committee and the Buildings and Grounds Committee into a single committee to be called the Finance and Facilities Committee.

The motion was unanimously approved.

The change is effective immediately.

Mr. McDowell also indicated that he had received some constructive criticism from a Board member regarding the self-evaluation form that was sent to each Board member for completion. He encouraged other members to provide feedback on the assessment form.

Vice Chairman Turner answered a question regarding the new leadership structure resulting from the merging of the two committees. Mr. Turner stated that he would assume the Chair for the Finance and Facilities Committee, while Mr. Wesley Perkins would take on the Chair of the Student Affairs Committee, relieving Mr. José Echeverri of having to chair two committees—Student Affairs and Audit. Mr. Echeverri would continue his role as chair of the Audit Committee.

Vice Chairman Turner asked for and received a motion that was seconded to accept the report from the Committee on Trustees.

The motion passed unanimously.

STUDENT AFFAIRS COMMITTEE (Mr. José Echeverri, chair)

Mr. Echeverri reported that Student Affairs Committee held a meeting in January and several topics were discussed. He gave the following highlights:
Enrollment
- The academic profile has been enhanced (Average 3.0 GPA, 902 SAT). These numbers have been steadily increasing.
- Transfer students have increased by 32%, due in part to a new program, Transfer Wednesdays. This program provides an opportunity for students to come on campus and to obtain the necessary information to facilitate a transfer as well as have a closer look at the University.
- The residential move-in during fall session went smoothly as a result of increased communications.
- More than 1,168 prospective students and their families attended the Fall Open House; 55 students signed up and were accepted on-site.
- Hornet Days begins in February, providing additional opportunities to recruit students.

Office of Student Leadership and Activities (OSLA)
- Ms. Kamillah Lewis presented a new leadership development program, the National Society of Leadership and Success. Over 400 students participated, exceeding the enrollment goal of 100 four-fold.

Upcoming Campus Events
A number of events are taking place on campus.
- Welcome Back Week for the spring semester.
- The 3 Doctors: Dr. George Jenkins, Dr. Rameck Hunt and Dr. Sampson Davis, one of the speaker series events and,
- The One Book, One Campus book selection, *The Immortal Life of Henrietta Lacks* by Rebecca Skloot will be discussed. Mr. Kemal Atkins, vice president for Student Affairs, explained that descendants of Henrietta Lacks would be on campus to speak on February 13. This is a campus-wide event in collaboration with Academic Affairs’ One Book, One Campus program.

Vice Chairman Turner thanked Mr. Echeverri for the time he served in the dual role of chair for both the Audit and Student Affairs Committees.

There were no action items for Board approval.

**Vice 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)**

Dr. Devona Williams stated that the Educational Policy Committee did not meet in January; however, she and the Provost had been in discussion regarding a number of areas. She noted that the Provost was attending the Governor’s State of the State. Dr. D. Williams provided the following highlights of the Educational Policy Committee report:
• Dr. Mills-Wisneski is the new Chairperson for the Department of Nursing.
• A search committee has been formed for Dean of the College of Business. Dr. Bradley Skelcher serves as the Chair and Trustee Barry Granger is a member. Dr. Skelcher gave an update.
  o The Committee has been meeting every Tuesday since the end of last semester and will continue to meet until the position is filled or until the Provost suspends the search. The screening process for applications will begin February 15. The intent is to narrow the applicants to five candidates to interview. Telephone interviews will continue through the end of March and campus interviews will be conducted for three candidates.
  o Dr. Quiester Craig, Dean Emeritus, School of Business and Economics, North Carolina A&T State University, has been working closely in a consultant role for the search and will be on campus in the next few weeks. The Committee, President, Provost and Board members are invited to meet with him.
  o Dr. Skelcher was asked to give a brief description of the background required for the position. He said this is a key position:
    ▪ Business/corporate experience
    ▪ Shared governance with faculty
    ▪ Ability to reach out to the local community and work with business and governmental leaders
    ▪ Knowledge and ability to create intern opportunities for students and,
    ▪ Fundraising

Dr. D. Williams proceeded to discuss those items which required approval of the full Board as follows:

**Goals & Primary Key Performance Indicators (KPIs)**

The KPIs were worked on at the December Board retreat and were reduced from 22 to 15. Dr. D. Williams noted that the recommended changes to the KPIs have been completed and all the Board members were sent copies in advance of the meeting. Dr. D. Williams called for a motion to adopt the Primary Key Performance Indicators as presented.

**Dr. Devona Williams asked for and received a motion that was seconded to approve the Primary Key Performance Indicators as presented.**

The motion passed unanimously.

**Prototypes for Dashboards for Primary Key Performance Indicators**
Dr. D. Williams requested feedback on the two examples of dashboards that could be employed to measure KPIs. Feedback was solicited from each Board member. Some members stated that Prototype #1 was easier to quickly decipher. It was also suggested that the two prototypes be used for different purposes i.e. Prototype 2 to be used for presentations. The intent is to house the dashboards in the portal and also to have it publicly displayed. More feedback was encouraged. It was understood that a plan would be in place by the March Board meeting.

Permission to Plan: B.S., Electrical and Electronics Engineering Technology and the Master of Public Administration

At the general faculty meeting on Thursday, January 16, 2014, the faculty unanimously approved the above programs to be planned. The two programs are consistent with the strategic plan and will be offered at the Wilmington site beginning this fall. Dr. D. Williams asked Dr. Bradley Skelcher, associate provost, to comment on the programs. He noted that the programs addressed a consultant’s report that specified the types of programs needed at the Wilmington location. The B.S. in Electronics Engineering Technology would also be a connected degree with Del Tech.

Dr. Devona Williams asked for and received a motion that was seconded to approve the Request For Authorization to Plan A New Degree Program for Bachelor in Electrical and Electronics Engineering Technology and Master of Public Administration.

The motion passed unanimously.

A brief discussion followed regarding prioritization of courses and the rationale for locating courses at a specific location. In some instances space was a consideration and for that reason some courses will be offered at Georgetown and Wilmington.

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

The motion passed unanimously.

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

Mr. Jim Stewart summarized the activities of the Development and Investment Committee as follows:

Investment
- Delaware State University’s endowment ended 2013 with an aggregate value of just under $25 million.
- The transition to Goldman Sachs as the investment manager is complete.
- Modifications to Delaware State University’s investment policy were approved by the DSU Foundation Board.
Development

- Over $1 million has been raised fiscal year to date.
- A number of on campus meetings are planned in the second half of the year with corporations and foundations.
- The 2013 Scholarship Ball was held in December with record attendance and money raised.

Mr. Stewart was asked about alumni giving and how that might be increased. Suggestions were made related to introducing students to giving before they leave the University. Many of DSU’s students graduate with significant debt and may not have the resources to give back to the University immediately. It was suggested that if each member of the senior class gave $25, it would be a great start to their giving and may eventually increase the percentage of overall alumni giving.

There were no actions for Board approval.

Vice 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.

BUILDINGS AND GROUNDS COMMITTEE (Mr. Wesley Perkins, chair)

Mr. Wesley Perkins reported that the combined Buildings and Grounds and Finance Committees met for the first time earlier that day. Mr. Perkins stated that he would cover those items related to Buildings and Grounds.

He provided an update on the progress made on the University Master Plan stating that Mr. Doug Moss of Holzman Moss Bottino Architecture presented the final draft of the Master Plan to the combined Committee at its meeting. Mr. Perkins noted that the plan encompasses: existing conditions, planning principles, and cost for short-term plan (0-5 years), middle-term plan (6-10 years) and long-term plan. This is a plan that has been discussed and reviewed on numerous occasions and was approved by the Buildings and Grounds and Finance Committee at its meeting and is recommended to the full Board for approval.

A copy of the University Master Plan was distributed to the Board. Mr. Charles McDowell noted that the Master Plan consisted of a huge amount of material to digest and suggested that the Board members who were not members of the two committees be given more time to fully examine the Master Plan before being asked to vote. Vice Chairman Turner asked the Board to provide feedback to the President and Dr. Hardee prior to the March Board meeting at which time the recommendation to approve the Master Plan will again come before the Board.
Contracts

Mr. Perkins presented the contracts over $100,000 recommended by the Buildings and Grounds and Finance Committees to the Board for approval and asked Dr. Teresa Hardee, vice president for Finance, to provide background information regarding the bid process and the rationale for the selection of each vendor.

The first contract presented was to provide snow removal services for all DSU campus locations. The project was formally advertised and a mandatory pre-proposal conference was held for all interested vendors to attend. Based on the review of the completed bid packages, pricing, performance and experience, the recommendation is for the approval of two vendors. The successful bidders are Outside Unlimited and Priority Services for a historical fiscal year average of $200,775.

Mr. Perkins asked for and received a motion that was seconded to authorize Delaware State University to enter into a contract with Outside Unlimited and Priority Services for snow removal services for a historical fiscal year average of $200,775 as presented.

The motion passed unanimously.

The second contract recommended by the Buildings and Grounds and Finance Committees was for consulting, surveying, design and specifications for the construction of a two-story addition to the existing James Baker Annex (located on the main campus of DSU). Twelve contractors bid on the contract. The contract was awarded to the most responsive and responsible qualified bidder who achieved the highest point score through the evaluation process. This project is grant-funded by the U.S. Department of Agriculture (USDA) 1890 Facilities Program 1447. The administration is requesting permission to enter the final negotiations with the selected contractor. The contract is expected to be over $100,000. After final negotiation, the administration will report back to the Committee the final cost. The successful bidder is Tetra Tech, Inc.

Mr. Perkins asked for and received a motion that was seconded to authorize Delaware State University to enter into negotiation with Tetra Tech, Inc. for professional services work at James Baker Annex Building

The motion passed unanimously.

The final contract recommended by the Buildings and Grounds and Finance Committees for approval of DSU Wireless Infrastructure Project Phase III to complete this final phase of the DSU Campus Wireless System Upgrade project. The entire wireless project was approved by the Board in 2011. This final phase will cover the remaining residential, academic and auxiliary buildings on campus. The contractor selected has worked on this project since inception, is familiar with the campus buildings involved and the complexities of the building wiring to be installed, and has been the lowest bidder on these projects. The successful bidder is DTI Inc. in the amount of $1,054,275.93.
Mr. Perkins asked for and received a motion that was seconded to authorize Delaware State University to enter into a contract with DTI Inc. for Phase III of the campus wireless project in the amount of $1,054,275.93.

The motion passed unanimously.

Mr. Perkins reported on two informational items discussed in the joint Committee meeting. Dr. Teresa Hardee and Mr. Alankote Cobb, assistant vice president of Facilities, gave an update on the Optical Science Center for Applied Research (OSCAR) Building. The modular buildings have been demolished and the foundation for the new building has started. Subcontractor bids have been received and all bids are within or below budget.

General Counsel provided an update on Title 29 Regulation 6907 regarding the urgent need to enhance the existing fire code alarm system in the Living and Learning Commons recommended by the State Fire Marshall. Additionally, the University invoked the emergency regulation to begin working on the design of the Early College High School in order that renovations are completed in a timely manner.

Vice Chairman Turner asked for and received a motion that was seconded to accept the report from the Buildings and Grounds Committee.

The motion passed unanimously.

THE FINANCE COMMITTEE (Mr. David Turner, chair)

Vice Chairman Turner again noted that the committees had met jointly and he would be reporting on the Finance aspect of the meeting.

Early College High School (ECHS) Budget

Vice Chairman Turner stated that Dr. Hardee gave the Committee an update on the ECHS budget which was approved by the Executive Committee at a special meeting December 13. The University has committed to in-kind support for the ECHS. This goal will support the ECHS in its goal to have 125 students the first year and 400 students enrolled by the fourth year of operation. A discussion of risk regarding minors on campus was also discussed. He noted that Provost Alton Thompson gave a report on the strategies that have been put in place to ensure the success of the ECHS.

Cash Balance

Mr. Turner reported that the Committee reviewed the cash balance which was at $15,161,837 as of 12/31/13. This is consistent with prior years. It is expected that the cash will increase in January due to the financial aid allocation for the second semester.

Budget to Actuals

The six-month budget is on target with the six-month actuals. The Committee will have a meeting in early February focused on the budget. This will result in a more precise budget to report as the majority of revenues (spring semester) will be available. He stressed that the actuals are very close to what was expected; however, to eliminate
any surprises another level of detail has been added to ensure the actuals end up where expected. The February meeting will provide an opportunity to work with additional detailed data.

Audit Services
Vice Chairman Turner reported that the last item for the Finance Committee was the University audit. He stated that Grant Thornton, external auditor, presented at the Audit Committee meeting on January 14, 2014. The University received a glowing report regarding the completion of its audit. The University is completing reports faster and more accurately. Dr. Hardee indicated that the University is on target for completing the A-133 audit report in advance of the deadline. The Form 990 will be emailed to Board members for review and comment. Questions should be directed by email to Dr. Hardee. The financial statements were in good shape and submitted by the September 30, 2013 deadline.

In concluding the finance report, Mr. Turner commended and thanked Mr. Wesley Perkins for his leadership of the Buildings and Grounds Committee. He noted that Mr. Perkins had done a great job as chair of the Buildings and Grounds Committee and he was positive Mr. Perkins would do a fine job as committee chair for Student Affairs.

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

The motion passed unanimously.

AUDIT COMMITTEE (Mr. José Echeverri, chair)

External Auditor- Grant Thornton
Mr. Echeverri noted that some of the information for which he’d be reporting was already covered in the Vice Chairman’s report; however, he would expand on that information and cover a couple other areas.

He stated that Grant Thornton, the external auditor, presented the FY13 Audit at the Audit Committee January 14, 2014 meeting. Mr. Echeverri highlighted the following:

- The financial statements were completed by the September 30, 2013 due date, the earliest in anyone’s memory.
- There were no repeat audit findings and no material weaknesses. This is a positive because historically there have been repeat findings. In addition, DSU is improving in submitting on time its audit to the State. The FY13 audit report, prepared by Grant Thornton, will be emailed to the full Board this week.
- The IRS Form 990 will also be emailed to the Board.

Enterprise Risk Management
- Mr. Echeverri indicated that in November 2013, DSU worked in conjunction with the University Risk Management and Insurance Association (URMIA) on a risk
management program that was conducted nationwide. The DSU program “Risky Business” was held November 4-8. Various sessions and presentations were organized to promote awareness of risk management. Major topics covered were:

- Student life and student affairs
- Fleet management and transportation (safety program)
- International programs
- Cyber and intellectual property
- Clery Act and Title IX

The program aimed to include everyone on campus in the risk management effort.

- Periodic newsletters, training sessions, and website will advance the focus and further enhance awareness of risk management.

There were no actions for Board approval,

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

The motion passed unanimously.

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

President Williams, before giving his presentation, informed the Board that Provost Alton Thompson was representing the University at Governor Markell’s State of the State address given in the House chamber.

He complimented the Student Government Association executive body, The Answer, on its presentation given during the Board luncheon. He said SGA members talked about legacy, the importance of understanding one’s history, and understanding their roles at the institution at this particular time. President Williams indicated that their comments were in line with his presentation today “Living the Legacy.”

President Williams gave a historical perspective of the University focusing on the term of William C. Jason, DSU’s second president and the longest serving. President Williams made comparisons between the progress made since the University’s humble beginning and the University’s current position.

The President said he began thinking more about the DSU legacy when he had the opportunity to meet Mr. William C. Jason III, the grandson of President Jason. Mr. and Mrs. Jason presented DSU with a $10,000 endowment for the Williams C. Jason Library.

Times were difficult when Mr. Jason assumed the presidency. A Methodist minister with a Bachelor of Divinity and Master of Arts, religion played an important role in the institution. Students were required to attend chapel every week day at 8 a.m. and Sunday school on Sunday. The State College for Colored Students was established in 1891 by the General Assembly. President Williams stated that, like him, President Jason
was required to give a regular report to the Board. Some statistics President Jason reported to the Board during various times of his tenure follow:

- Enrollment rose from 12 in 1892 to record 108 in 1914
- Faculty rose from 3 in 1893 to record 11 in 1913

President Jason wanted to build a chapel at a cost of $2,000. He received pledges of $1,112 for the chapel, but only collected $533 and the rest was borrowed from the Board. The chapel was completed in 1904-05 without heat. President Williams stated that when the College started; many people did not want the school here. However, with persistence and commitment, attitudes began to change.

President Williams stated that some of this information will be shared with students on Founder’s Day during the interactive tours in Loockerman Hall. He commented that Mr. Carlos Holmes, director of News Services, is doing an incredible job cataloging this information and sharing it with students who appreciated hearing DSU’s history.

President Williams, at times making historical comparisons/references, provided the following highlights:

- **Enrollment** - DSU’s enrollment is at a record high of over 4,500 students.
- **December Graduates** - Alumnus Kent Amos was the December Commencement keynote speaker to a graduating class of 188. More than of 400 attendees were seated in the ML King Student Center during the ceremony in addition to those in the main facility—Memorial Hall. The large attendance was indicative of the excitement and interest in being a part of the ceremony.
- **The President’s Scholarship Ball** raised over $100,000 of which $67,000 was given in scholarships to students. President Williams said he is reminded how far the University has come since the days when President Jason had difficulty raising money for a chapel.
- **OSCAR Building** - Looking back at the first building on campus, Loockerman Hall, the University is now looking to the future with the construction of the Optical Science Center for Applied Research (OSCAR) with an estimated completion of the current phase in May 2015.
- **The Early College High School** is scheduled to open in fall 2014. This will be a strong addition to the University as it fits the University’s mission. At present, 113 students have applied and all will receive acceptance letters. The target is 125 the first year with a goal of 400 by the fourth year.
- **Community Service** - Like the students during Jason’s presidency who served the college by working two hours daily, current DSU students are giving back by serving. DSU Inspire students have provided community service to over 150 organizations for more than 15,000 total hours and still counting. While most service is by Inspire students, a significant number of other students are also engaged in community service.
- **Curiosity Rover Team** - The National Aeronautics and Space Administration’s (NASA) ChemCam Team met last month at DSU to discuss the latest findings from the Mars exploration. Dr. Noureddine Melikechi, dean of College of Mathematics, Natural Sciences & Technology and vice president for research, is a
member of the Curiosity ChemCam Team and hosted the group of scientists. The
group has been established by NASA to oversee the laser and remote micro-
 imager on the Curiosity.

- **1890 Land Grant Institution of the Year** - Delaware State University was
  named the 1890 Land-Grant Institution of the Year. DSU received the award
  because of growth from 2012 to 2013 in nine of the categories as follows:
  - Retention
  - Degrees Awarded
  - Agriculture Degrees Awarded
  - Education Degrees Awarded
  - Research Dollars
  - Undergraduate Research
  - International Students Studying at the School
  - Students Studying Abroad
  - Alumni Engagement

- **1890 Land Grant Research Award** - DSU also won the Research Award from
  the Association of Public and Land-Grant Universities for 129% increase in total
  federal research funding during 2012–2013. President Williams said these
  awards were the results of the hard work and dedication of faculty and staff.

- **Research Centers** - DSU has a number of research centers that are a part of
  the community and provide a vehicle for the University to give back. The Delaware
  Center of Enterprise Development, Food Business Incubation Center, Optical
  Science Center for Applied Research, and Delaware Center for Health Promotion
  are a sampling of such centers.

President Williams concluded his report by sharing some of the upcoming University
 events.

- **Delaware Diamond Extravaganza** is an event conceived by Athletic
  Director Candy Young to support and honor women in the state, some of
  whom were involved in athletics and some in other pursuits. This year one of
  the honorees is Trustee Lois Hobbs. The event is being held at Dover Downs.

- **The Three Doctors** – As part of Black History Month, The Three Doctors
  will be on campus to share their stories. The Three Doctors –two medical
  doctors and one dentist (Dr. Rameck Hunt, Dr. George Jenkins, and Dr.
  Sampson Davis) are well-known African Americans who made a pact in high
  school, while growing up in public housing in Newark, New Jersey, to finish
  high school, go to college and then on to medical school. They succeeded. It
  is hoped that this story will inspire many of DSU’s first generation college
  students to dream big. A reception will be held at the President’s Residence
  and Board members are invited to attend. The President pointed out that the
  University wants to expose its students to these incredible opportunities to
  meet individuals of this caliber.

- **HBCU Sunday** – The President will be speaking at a prominent African
  American church, Shiloh Baptist Church, outside of Washington, D.C. on
  February 23. The DSU Gospel Choir will sing at the 7 and 11 a.m. services.
Kent Amos, an alumnus, made the Choir’s appearance possible through his generous donation.

- **One Book One Campus** – The “One Book, One Campus” selection this year is *The Immortal Life of Henrietta Lacks* by Rebecca Skloot. The descendants of Ms. Lacks, an African American, will be on campus to discuss her life and how she unknowing made medical history.

- **Scholarship Sunday**- President Williams had one final reference to President William Jason. He said that after serving 28 years as President, William Jason returned to the ministry and retired as a Methodist minister. President Williams stated the church has always been a part of DSU’s history and support. Ms. Bebe Coker came up with the concept of having a Sunday statewide designated to collect donations for DSU scholarships. March 9 will be Scholarship Sunday at most African American churches in Delaware, organized by the development staff.

- **U S Airways Magazine**- A select group of Historically Black Colleges and Universities (HBCUs) will be featured in the February 2014 issue of the *U.S. Airways Magazine* thanks to the work of DSU’s marketing team. The article about DSU shows a black and white photo of young men and women sitting and standing outside Loockeman Hall, the laboratory high school building and a photo of President Williams.

President Williams thanked the Board for providing him this incredible opportunity to be at this institution at this time. He said the University is moving ahead at a very rapid pace and he’s excited about what they are going to continue to do as a team. He’s pleased with the direction the University is heading and appreciates the support the Board provided in approving the University Strategic Plan and KPIs which will serve as the road map for moving the University ahead. He closed by sharing information related to a couple of meetings in which he will be involved and welcomed the Board members’ participation.

- **Joint Finance Committee**- This will be held February 6 at 1 pm at which time the President will present the University’s requests to the legislative Finance Committee.

- **Bond Bill** – The President will present at the Bond Bill Committee meeting on March 6 and will outline the University’s capital needs.

- **Research Showcase** – Institutional Advancement is planning a research showcase on Capitol Hill. The entire Delaware Congressional delegation has committed to attend the event to showcase DSU research. This will be a great opportunity for DSU to showcase its research. He encouraged the Board members to attend.

**PUBLIC COMMENT**

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

Vice Chairman Turner informed the Board that if any member planned to attend the Mid-Eastern Athletic Conference (MEAC) in Norfolk, Virginia, March 10-15, 2014 he/she should contact Ms. Natasha Adams.

He announced the next Board meeting was scheduled on March 20, 2014.

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

The meeting was adjourned 3:11 p.m.

Respectfully submitted,

David Turner, Vice Chairman

Eleanor Wilson, Board Secretary
1. Approved the minutes of the September 19, 2013 quarterly meeting of the Board of Trustees.


3. Adopted the resolution to amend the bylaws to combine the Finance Committee and the Buildings and Grounds Committee into a single committee to be called Finance and Facilities Committee.

4. Accepted the report from the Committee on Trustees.

5. Accepted the report from the Student Affairs Committee.

6. Approved the Primary Key Performance Indicators as presented.

7. Approved the Request for Authorization to Plan A New Degree Program for Bachelor in Electrical and Electronics Engineering Technology and Master of Public Administration.

8. Accepted the report from the Educational Policy Committee.

9. Accepted the report of the Development and Investment Committee.

10. Authorized the University to enter into a contract with Outside Unlimited and Priority Services for snow removal services for a historical fiscal year average of $200,775 as presented.

11. Authorized the University to enter into negotiation with Tetra Tech, Inc. for professional services work at James Baker Annex Building.

12. Authorized the University to enter into a contract with DTI Inc. for Phase III of the campus wireless project in the total amount of $1,054,275.93.

13. Accepted the report from the Buildings and Grounds Committee.

14. Accepted the report from the Finance Committee.

15. Accepted the report from the Audit Committee.

16. Approved adjournment.
DELAWARE STATE UNIVERSITY  
DOVER, DELAWARE  

Minutes of the meeting of the Board of Trustees of  
Delaware State University, Thursday, September 19, 2013  

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, September 19, 2013, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Dr. Claibourne D. Smith, chairman of the Board of Trustees, called the meeting to order at 1:30 p.m.

<table>
<thead>
<tr>
<th>MEMBERS PRESENT</th>
<th>OTHERS ATTENDEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Claibourne D. Smith, chairman</td>
<td>Dr. Harry L. Williams, president Delaware State University</td>
</tr>
<tr>
<td>Mr. David G. Turner, vice chairman</td>
<td>Dr. Alton Thompson, provost and vice president for Academic Affairs</td>
</tr>
<tr>
<td>*Mr John J. Allen, Jr.</td>
<td>Mr. Kemal Atkins, vice president for Student Affairs</td>
</tr>
<tr>
<td>Dr. A. Richard Barros (Trustee Emeritus)</td>
<td>Ms. Carolyn Curry, vice president for Institutional Advancement/chief of staff</td>
</tr>
<tr>
<td>Mr. Robert E. Buccini</td>
<td>Dr. Noureddine Melikechi, vice president for Research, dean</td>
</tr>
<tr>
<td>The Honorable Michael N. Castle</td>
<td>Mr. Amir Mohammadi, executive vice president of Finance and University treasurer</td>
</tr>
<tr>
<td>Mr. José F. Echeverri</td>
<td>Thomas Preston, Esq., general counsel</td>
</tr>
<tr>
<td>Mr. Barry M. Granger –via phone</td>
<td>Ms. Candace Young, athletic director</td>
</tr>
<tr>
<td>Ms. Lois M. Hobbs</td>
<td>Mr. Carlos Holmes, director of News Services</td>
</tr>
<tr>
<td>Charles S. McDowell, Esq.</td>
<td></td>
</tr>
<tr>
<td>Mr. Wesley E. Perkins</td>
<td></td>
</tr>
<tr>
<td>Mr. Bennie L. Smith</td>
<td></td>
</tr>
<tr>
<td>Mr. Jim Stewart</td>
<td></td>
</tr>
<tr>
<td>Leroy A. Tice, Esq.</td>
<td></td>
</tr>
<tr>
<td>Mr. Mark A. Turner</td>
<td></td>
</tr>
<tr>
<td>Dr. Devona E. Williams</td>
<td></td>
</tr>
</tbody>
</table>

Chairman Smith welcomed the Board and indicated that the first order of business was to approve the minutes of June 13, 2013 quarterly meeting of the Board of Trustees.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the June 13, 2013 quarterly meeting of the Board of Trustees.

*Amended at January 23, 2014 Board of Trustees meeting to include Mr. John J. Allen, Jr. who was in attendance at the September 19, 2013 Board of Trustees meeting.