



DELAWARE STATE UNIVERSITY

Board of Trustees Retreat July 16-17, 2020

Minutes

The Board of Trustees (“BoT”) Retreat was convened virtually by Dr. Devona Williams, Board Chair at 9:00 a.m. on July 16 via WebEx. The retreat attendance lists are attached.

July 16

Welcome & Opening Remarks

Dr. Devona William, Chair

Dr. Williams provided an overview of the following:

- *Retreat Purpose.* The purpose of the BoT Retreat is to work collaboratively with administration to reflect on the immediate past, understand current state and critical issues, strategic goals and chart future direction and priorities for the coming year.
- *Retreat Objectives.* 1) mark progress against action plan, 2) shared understanding of critical issues, future direction and priorities and 3) action plan with accountabilities for implementation.
- *Vision Statement.* “To be the most diverse, contemporary HBCU in America” ~ Dr. Tony Allen
- *Mission Statement.* “DSU is a public, comprehensive 1890 land-grant institution that offers access and opportunity to diverse populations from Delaware, the nation and the world...highest standards of excellence in teaching, research and service in its baccalaureate, master’s and doctoral programs...produces capable and productive leaders who contribute to the sustainability and economic development of the global community.”
- *Core Values.* DISCO = Diversity, Integrity, Scholarship, Community and Outreach
- *Board Culture.* Healthy Boards vs Unhealthy Boards

Vice Chairs Ridgeway and Allen admonished everyone to continue to be engaged, keep students first, and continue to improve and be comfortable with uncomfortable things.

*****Executive Session*****

[Motion to enter Execution Session by Mr. John Allen; 2nd by Mr. Griffiths; Motion carried]

[Motion to exit Execution Session by Mr. John Ridgeway; 2nd by Mr. Griffiths/Ms. Hobbs; Motion carried]

*****Exit Executive Session*****

Title IX Training Presentation

(See Portal for PowerPoint Presentation)

Ms. Brionna L Denby, Esq. and Ms. Ashling Ehrhardt, Esq.
Cohen Seglias Pallas Greenhall & Furman, PC

Ms. Denby and Ms. Ehrhardt provided an overview of Title IX basics and new regulations. They will continue to work collaboratively with Ms. Candy Young on the implementation of the new regulations. The compliance deadline is August 14, 2020.

Master Plan (MP) Update

Mr. Cleon Cauley, COO

(See Portal for PowerPoint Presentation)

Mr. Cauley introduced Perkins & Will (PW). He reported that the MP process began early this year and his team published an RFP in early March. By April, seven comprehensive proposals were received. PW was the selected vendor. The contract has not yet been awarded to PW. Ms. Zena Howard, managing partner at PW, and her team (Malcolm Davis, Gautam Sundaram and Kent Amos) provided a brief overview of PW's HigherEd offerings and focus areas as it relates to DSU (e.g. education ecosystem, student success/campus scale, strategic plan, etc.). The MP process will be approximately 8-9 months.

McKinsey & Company Presentation

Ms. Debi Ogunrinde and Mr. Duwain Pinder

(See Portal for PowerPoint Presentation)

McKinsey & Company

Ms. Moultrie re-introduced McKinsey to the BoT. Ms. Ogunrinde and Mr. Pinder provided an overview of McKinsey's ongoing engagement with DSU to date. Specifically, McKinsey has worked closely with DSU to understand key reopening activities and determine a path forward in operationalizing their plan, healthcare, compliance/enforcement, finances, academics, research, campus spaces, athletics, IT, communications, faculty/staff and student well-being. McKinsey complimented DSU on having many best practices already established. Additionally, McKinsey felt DSU's reopening plans and strategies are comprehensive and in line with its peers and sample PWIs. Dr. Williams thanked McKinsey for their worked with DSU.

Action Item: Approval of Amendment of Bylaws

Dr. Devona Williams, Chair

President and Trustee Emeriti

*[Motion to approve, with any appropriate changes or additions, by Mr. Allen;
2nd by Ms. Hobbs; Motion carried]*

Swearing-in Board Officer: Margie Lopez-Waite as Board Treasurer

Oath of Office provided to Ms. Lopez-Waite by Dr. Williams

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

Adjournment 12:15 p.m.

Virtual Lunch Happy Hour [optional] "Hawaiian Theme"

July 17

The BoT and Administrative Council (“AC”) session was convened by Chair Williams on July 17 at 9:00 a.m.

Opening Remarks

Dr. Devona Williams, Chair

Trustees provided general feedback from the July 16 meeting. Specifically, trustees briefly discussed the value of each presentation and highlights from the Master Plan.

Testing for America (TFA)

Dr. Neil Hockstein and Mr. Jason Yeung

Ms. Moultrie introduced Dr. Hockstein and Mr. Yeung to the BoT. TFA reported that they are a national organization of volunteers (academics, scientists, medical professionals, entrepreneurs and corporations) whose goal is to provide accurate, affordable testing until a vaccine is discovered. TFA seeks funding through philanthropic support. TFA has a deep national network with biotech companies, epidemiologist and Dr. Blythe Adamson. Dr. Adamson was the White House epidemiologist and chief data scientist who helped design the ventilator models. She also helped design the testing plans for DSU, Warby Parker, Disney/NBA bubble. TFA views DSU as a lighthouse for other HBCUs. Delaware will be the model for the country. TFA has engaged with various organizations, charter schools, universities, etc. TFA will not be conducting antibody tests. Dr. R. Chris Mason’s students in DSU’s Dept. of Public Health have completed the John Hopkins course in contact tracing. TFA will not be needed for contact tracing but will be available as an adviser. DSU was introduced to TFA through Delaware’s County Executive Matt Meyer.

President’s Update

Dr. Tony Allen, President

(See Portal for PowerPoint Presentation)

Dr. Allen reported on the following (6) Core Priorities for the remainder of the year:

1. Fall Reopening:

- Higher Ed Trends in COVID-19 World: 85% of existing students want to return to campus; 25% incoming freshman only attending college in-state; 60% colleges/universities planning for in-person instruction; 24% of colleges/universities plan to operate a hybrid model; 45% DE high school seniors concerned about preparation for college in 2021 if their schools go online. Mr. Boyle briefly explained hybrid instruction. Dr. DeLauder added that after polling all department chairs, it was discovered that 85% of the courses will be delivered in virtual formats. In-person engagement will be limited.
- “Together” Reopening Plan. As of July 8, Delaware’s percent of persons who tested positive, over a 120-day view, is trending downward. Students will be returning to campus from various hotspots which is why testing upon arrival is critical. Mandatory daily screening began in April. Safety and sanitizing protocols have been established. Warren Franklin will be used for quarantine/isolation. Ms. Moultrie and Ms. Stoner continue to search for contact tracing opportunities.

2. Strategic Planning:

- Dr. Downing is the Strategic Planning committee chair, and Ms. Lopez-Waite is the board liaison. Meetings have begun. The goal is to introduce the Strategic and Master plans by June 2021. DSU did well with PRIDE 2020. However, there were holes in the academic enterprise. Sustainability enterprise stewardship and institutional/operational effectiveness were not being monitored. Facilities improvements were not part of the previous plan.
 - 2012 STATS: Intellectual Climate & Culture 22%; Student Success (Enrollment 4425, Retention 62%, Graduation Rate 28% (6 yr.), Gainful Employment 74%); Research and Scholarship \$16MM; Outreach Engagement \$148MM.
 - 2020 STATS: Intellectual Climate & Culture 47%; Student Success (Enrollment 5000, Retention 72%, Graduation Rate 41% (6 yr.), Gainful Employment 86%); Research and Scholarship \$23MM; Outreach Engagement \$164MM.
 - Foundation for Together 2030: Student Social Mobility, Faculty Success, Research One Status, Facilities Growth; Long-Term Sustainability; Enrollment Management Portfolio MIX; Operational Planning/Efficiency

3. **Wesley Acquisition:**

- **Focus Areas:** MSCHE; Academic Analysis; Business Model Planning; Athletic Program; Contract Renegotiation; Cost Containment; Funder Support
- **Timeline:** Late September 2020 both board of trustees will meet.
- **External Partners:** Mr. Alan Brangman and Mr. Jim Taylor will continue to work with DSU. McKinsey may be used as the project management office. Mr. Dennis Stark, a contracted CFO, has been helpful in clarifying Wesley's financial position. DSU will be responsible for Wesley students teach out program if the acquisition falls through. There's still \$1.2M in state funding outstanding for Wesley.

4. **Customer Service:**

- Mr. Boyle will lead this effort particularly as it relates to the student and parent touch points. Mr. Boyle thanked Trustees Stewart and Whatley and their companies, Barclays and JPMorgan, for their engagement and support. He briefly mentioned improvements in enrollment management, lobby central, KPIs and private sector business incubation. Dr. Hawkins will issue a climate survey to faculty/staff to get a sense of campus culture. Student will also be engaged in the climate survey.

5. **Financial Management:** The finance team has uncovered some opportunities for savings and efficiencies and has provided a full financial picture of the university for upcoming fiscal years. In January 2020, estimated year-end net position was revenue neutral. Amid COVID-19, the University faced lost revenue ranging from \$10-15 million in lost revenue from tuition, auxiliary services, and cost of attendance credits. Governmental assistance and immediate cost containment measures (e.g. hiring and travel freeze) significantly improved DSU's position.

- **Federal Stimulus:** HBCU Set Aside \$11,323,463; CARES Act-Student Relief Fund \$2,782,960; and CARES Act-University \$2,782,960
- **State Funds:** Repurposed Higher education Economic Development \$4,833,300
- **Statements of Revenue, Expenses, And Changes In Net Position:** FY2018 Actual change in net position: \$(10MM); FY2019 Actual change in net position \$(814k); and FY2020 Projected change in net position: \$14.8MM
- **New Castle County Executive Matt Meyer gave \$100,000 and TFA has committed to give \$700,000 to support DSU's testing protocol.**

6. **MEAC:**

- MEAC continues to have challenges with membership losses. Dr. Gines is considered a leader in the MEAC. He is on the MEAC forecasting committee. DSU will focus on 4 big questions: 1) What are our non-negotiables for enhancing the MEAC long-term sustainability? 2) What impact will another MEAC member departure have on DSU? 3) Do we have other viable options? (do they meet our financial needs? Are they in line with our mission? Are they best for our student athletes?); and 4) What steps should we take over the next year to ensure that the MEAC strategic direction is in line with our interests?

Administrative Updates

Financial Report

(See Portal for PowerPoint Presentation)

Action Item: Approval of FY2021 budget. Mr. Cauley reported that the FY2021 budget is balanced and respectfully requested that the board approve the FY2021 Operating Revenue Budget of \$126,214,298 and the FY2021 Operating Expense Budget of \$126,214,298.

[Motion to approve the FY21 budget, as presented, by Mr. Ridgeway; 2nd by Mr. Allen; Motion carried]

Accreditation (MSCHE Update)

- *DSU Self-Study was approved by MSCHE.* The design notes all the milestones and institutional priorities.
- **Self-Study Key Dates:** Summer 2020: working groups create initial reports; Fall 2020: working groups will explore all lines of inquiry, continue to compile evidence inventory and Self-Study Town Halls and

Administrative Council

Mr. Cleon Cauley, COO

Dr. Sandra DeLauder, Provost

surveys administered; Spring 2021: 1st draft compiled; Summer 2021: 2nd draft submitted to Steering Committee by working groups; Fall 2021: final Self-Study draft finished and shared with community for feedback, Final draft submitted to MSCHE in Jan. 2022, and Reaccreditation confirmed Jun. 2022.

- *Proposed Acquisition of Wesley College MSCHE Requirements*: A preliminary Complex Substantive Change document will be submitted in July 2020.

Strategic Planning

Dr. Stacy Downing

- The Strategic Planning Team has been selected. A planning session was held on July 8-9 with Ramona Hill of the Gates HBCU Frontier Set.
- *Outcome of Planning Session*: dream big, create group framework, committee team dynamics, accreditation, strategic priorities.
- *Next Steps*: 1) Fall: begin SWOT analysis, identify core team to lead subgroups, identify subgroup members, focus groups and listening session for university community, formulation of KPIs, BoT update at winter retreat; 2) Spring 2021: formulation of written plan, review and feedback process from campus community and board approval expected in June 2021

*****Executive Session*****

[Motion to enter Execution Session by Dr. Harrington; 2nd by Mrs. Whatley; Motion carried]

[Motion to exit Execution Session by Dr. Harrington; 2nd by Mrs. Whatley; Motion carried]

*****Exit Executive Session*****

Wrap-up / Next Steps

Dr. Devona Williams

- *Focus and Priorities for FY2021*:
 - Master Plan Completion, expected 9 months
 - *Wesley Acquisition*
 - *Fall Reopening & COVID-19 Testing*
 - *Strategic Planning*, expected by June 2021
 - *MEAC*
 - *Financial Management*
 - *Customer Service*
 - *MSCHE Accreditation*

[Motion to adjourn by Mr. Ridgeway; 2nd by Mr. Griffiths; motion carried]

The meeting was adjourned at 12:36 p.m.

ATTENDANCE

July 16, 2020

<u>Board of Trustees</u>	<u>Administration</u>
Dr. Devona Williams, Chair	Dr. Tony Allen, President
John Ridgeway, Vice Chair	Dr. Sandra DeLauder, Provost
John Allen, Jr., Vice Chair	Dr. Irene Hawkins, CAO, VP of Human Resources
Margie Lopez Waite	Cleon Cauley, COO
Lois Hobbs	Dr. Scott Gines, Director of Athletics
Dr. Debbie Harrington	LaKresha Moultrie, General Counsel, Chief Risk Officer
Leroy Tice, Esq.	Candy Sanders Young, Title IX Director
Norman Griffiths, Esq.	Curtis Winslow, Instructional Technology Systems Integration Coordinator
Jocelyn Stewart	
Bernadette Dorsey Whatley	
Harold Stafford	<u>Guest Attendees</u> Brionna L Denby, Esq. and Ashling Ehrhardt, Esq. of Cohen Seglias Pallas Greenhall & Furman, PC
Dr. Wilma Mishoe	Debi Ogunrinde and Duwain Pinder of McKinsey & Company
Gov. Jack Markell	Zena Howard, Malcolm Davis, Gautam Sundaram and Kent Amos (DSU graduate), Melissa Corey of Perkins & Will
	Nancy OLIVER of Ellucian
	John Poggi of Johnson Controls

ATTENDANCE

July 17, 2020

<u>Board of Trustees</u>	<u>Administration</u>
Dr. Devona Williams, Chair	Dr. Tony Allen, President
John Ridgeway, Vice Chair	Dr. Sandra DeLauder, Provost
John Allen, Jr., Vice Chair	Dr. Irene Hawkins, CAO, VP of Human Resources
Margie Lopez Waite	Antonio Boyle, VP of Strategic Management
Lois Hobbs	Ms. Jane Towers, Controller
Dr. Debbie Harrington	Dr. Stacy Downing, VP of Student Affairs
Leroy Tice, Esq.	Dr. Vita Pickrum, VP of Institutional Advancement
Norman Griffiths, Esq.	Cleon Cauley, COO
Jocelyn Stewart	LaKresha Moultrie, General Counsel, Chief Risk Officer
Bernadette Dorsey Whatley	Dr. Scott Gines, Director of Athletics

Harold Stafford	Darrell McMillon, Chief Information Officer
Gov. Michael Castle	Herman Wood, Associate VP Facilities Management, Planning & Construction
Gov. Jack Markell	Curtis Winslow, Instructional Technology Systems Integration Coordinator
Esthelda Parker Selby	
Dr. Wilma Mishoe	<u>Guest Attendees</u> Alan Brangman of Brangman Consultants
	Jason Yeung, Dr. Neil Hockstein of Testing for America
	Nancy Oliver of Ellucian