



DELAWARE STATE UNIVERSITY
Dover, Delaware 19901

**Minutes of the Meeting of the Board of Trustees of
Delaware State University, Thursday, June 20, 2019**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held its regular quarterly meeting on Thursday, June 20, 2019, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Claibourne D. Smith Administration Building on the Dover campus. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 1:36 p.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

BOARD MEMBERS	DELAWARE STATE UNIVERSITY
Dr. Devona Williams, Chair	Dr. Wilma Mishoe, President
Mr. John Ridgeway, Vice Chair	Dr. Tony Allen, Provost & Executive Vice President
Mr. Harold Stafford	Ms. Irene Chapman-Hawkins, VP of Human Resources
Mr. Norman Griffiths, Esq.	Dr. Stacy Downing, VP of Student Affairs
Dr. Debbie Harrington	Mr. Antonio Boyle, VP for Strategic Enrollment Management
Mr. Leroy Tice, Esq.	Dr. Vita Pickrum, VP of Institutional Advancement
Ms. Jocelyn Stewart	Mr. Robert Schrof, VP of Finance
Gov. Jack Markell	Dr. Saundra Delauder, Vice Provost
Ms. Esthelda Selby	Dr. Scott Gines, Director of Athletics
Mr. Richard Barros, Trustee Emeritus	Mr. Cleon Cauley, General Counsel
	Ms. LaKresha Moultrie, Deputy General Counsel & Chief Enterprise Risk Officer
	Ms. Jackie Griffith, Director of Government & Community Relations
	Mr. J. D. Bartlett, AVP for Capital Planning and Environmental Sustainability (<i>via telephone</i>)
	Curtis Winslow, Instructional Technology Systems Integration Coordinator

SWEARING IN OF NEW BOARD MEMBER ESTHELDA R. SELBY Dr. Devona Williams

- Ms. Esthelda R. Parker Selby was sworn in as a new member of the Board of Trustees by

Dr. Devona Williams. Ms. Selby will fulfill the unexpired term of former Trustee Kathy McGuinness which concludes on December 31, 2022. Ms. Selby was appointed by Governor John Carney.

ANNUAL BOARD LEADERSHIP ELECTIONS

Mr. Norman Griffiths

- Approval of the Slate of Officers for 2019-2020, effective July 1, 2019
 *The floor was open for nominations, but none were presented.
[Motion to approve by Gov. Markell; 2nd by Ms. Selby; Motion carried]

<u>Slate of Officers for 2019-2020</u>		
1.	Chair	Dr. Devona Williams
2.	1 st Vice Chair	John Ridgeway
3.	2 nd Vice Chair	John J. Allen, Jr.
4.	Board Secretary	Tamara Stoner
5.	Board Treasurer	Robert Schrof

CONSENT AGENDA

Dr. Devona Williams

- Approval of Minutes of the Board of Trustees meetings on March 21, 2019 and May 9, 2019
[Motion to approve Consent Agenda by Mr. Tice; 2nd by Mr. Griffiths; Motion carried]

CHAIR’S REPORT

Dr. Devona Williams

- International Programs. Dr. Williams reported a successful trip to China and Poland. DSU has a substantial international presence particularly in China. Through these relationships DSU has increased its global presence and will leave its footprint beyond the walls of DSU. This will also help the University to fulfill its mission for diversity and cultural exchange. The students in China identify themselves as DSU students. The students shared stories of how DSU’s educational programs have changed their lives and their families. She stated that she would like to see more trustees experience what DSU is doing internationally. DSU has an undergraduate research program in Poland. Some of these students have published their work in an international scientific journal. Dr. Mazen Shahin is the leader of the program in Poland. Dr. Williams recognized Dr. Fengshan Liu for his efforts in International Programs and coordinating the itineraries.
- Board Engagement. Dr. Williams acknowledged trustees who are involved in multiple efforts. Mr. Stafford and Ms. Lopez Waite co-chair the subcommittee for housing. Mr. Allen chairs the subcommittee for athletics. Ms. Stewart is involved in several board activities and is active on the Foundation Board.
- Board Mentorship. Dr. Williams stated that the success of the graduate students depends on relationships with research faculty and mentoring relationships that they develop. Ms. Hobbs began a mentorship with a student that she connected with at the 2019 Hat & Gloves Tea. Dr. Williams reported that she too has mentored a student. She encouraged trustees to send her an email if they are interested in student mentorship.
- Board Retreat, July 18-19. Dr. Williams gave a brief overview of the agenda. She asked trustees to send her an email on what they think is a “Big Question” that should be

discussed at the retreat.

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Mr. Leroy Tice**

- Mr. Tice provided a high-level overview of the June 6th AC meeting regarding annual obligations that Mr. Schrof has been attending to such as the: A133, 990 and 990T.
- Mr. Schrof reported:
 - Audit Findings. There were 21 findings overall; 10 were mitigated, 7 of which were lesser in significance. Management deficiencies have been resolved as well as 2 significant deficiency findings. There are still 11 findings that Mr. Schrof's team is working to resolve. There is 1 material finding around financial reporting which encompasses 20 of the findings. The significant findings within accounts payable have been resolved and a new process has been instituted.
 - A133. There was a total of 8 findings, 5 of which are related to student financial aid clusters (corrective action plans have been completed on these items). There were 2 findings related to research and development clusters, and there was 1 finding related to cooperative extension services.
 - 990 & 990T. This report was filed and accepted timely by the IRS on May 24, 2019. The new 990T relates to unrelated business income. The institution remitted \$1,624.00 in taxes for parking expenses. Mr. Schrof advised that the institution needs to develop a parking revenue policy.
- Mr. Tice added that he and Gov. Markell will meet separately to further discuss the audit materials. Dr. Williams and Mr. Tice commended the finance team for their hard work and submitting the reports on time.

[Motion to approve AC Report by Mr. Ridgeway; 2nd by Mr. Griffiths; Motion carried]

- **Governance Committee (GC) – Mr. Griffiths**

- Mr. Griffith congratulated Ms. Selby on her appointment to the board. He announced that Gov. Carney has approved the reappointment of former Gov. and Trustee Castle to a 2nd six-year term.
- Officer Elections. Mr. Griffith mentioned that he would like the board to consider amending the bylaws to have officer terms be set for 2 years instead of 1 year. This will help with continuity on the board. Ms. Selby recommended 2-3 years. Mr. Tice added that he would prefer more time for the board to deliberate.

[Motion to approve GC Report by Mr. Tice; 2nd by Gov. Markell; Motion carried]

- **Student Success Committee (SS) – Dr. Harrington**

- Action Items:

- **Approval of New Degrees, Concentrations, Certificate Programs and Centers:**
 - Request to Plan the Certificate in International Engagement and Development in

CAST

- Request to Establish a Drinking Water Analysis Certification (National Environmental Laboratory Accreditation Program NELAP- Environmental Protection Agency EPA) – In the Department of Chemistry in CAST
- Request to Establish new certificate and degree programs within the College of Agriculture Science and Technology (CAST), College of Business (COB), and two graduate programs offered in the School of Graduate, Adult and Extended Studies in collaboration with the College of Health, Behavioral Sciences (CHBS) and the College of Humanities and Social Sciences (CHESS):
 - BS Finance with a Concentration in Banking and Financial Economics in COB
 - Bioinformatics Accelerated 4+1 Program in CAST with Indiana University
 - Certificate in Cybersecurity in CAST
 - Chemistry Pre-Pharmacy 3+3 Program in CAST with UMES
 - MSN Online Program in CHBS
 - MA TESOL/Bilingual Education Program and Dual Degree MA TESOL/Bilingual Education
- Request to Establish the following Centers:
 - The Center for Financial Services, Innovation and Technology (College of Business)
 - The Center for Political Awareness and Community Engagement (College of Business and College of Humanities, Education and Social Sciences)
 - The Center for Neighborhood Revitalization and Research (College of Humanities, Education and Social Sciences)
 - The Center for Global Africa
 - The DSU Trauma Academy

Gov. Markell advised that programs of this magnitude need to come to the board early in advance for review. He mentioned there should be a bold marketing program for the afore-mentioned programs. Dr. Harrington added that SS will look further into marketing and housing needs to support these areas. Dr. Allen mentioned that most of these programs are existing programs that just needed to be formalized and very little personnel will need to be added. Dr. Mishoe briefly mentioned that DSU is accredited by Middle States which gives the institution the opportunity to implement the programs.

[Motion to approve by Dr. Harrington; 2nd by Mr. Tice; motion carried]

- **Approval of Promotion and Tenure Guidelines**

[Motion to approve by Dr. Harrington; 2nd by Mr. Stafford; motion carried]

- Campus Police. Dr. Harrington shared that the DSU Police have a challenge with maintaining staff because they are underpaid. This has been incorporated into the FY2020 budget. Dr. Harrington encouraged the board to review Chief Downes' presentation in the portal.

- Athletic Subcommittee Report. Dr. Harrington stated that this committee is currently focused on getting equity and scheduling. Refer all questions to Dr. Scott Gines.

[Motion to approve SS Report by Dr. Harrington; 2nd by Mr. Griffiths; Motion carried]

- **Operations Committee (OC) – Mr. Ridgeway**

- Action Item #1: Approval of FY2020 Budget
 - Mr. Schrof shared a presentation with the board and provided a high-level overview of the FY2020 Budget. From 2019 to 2020, he reported that operating revenue has increased by 6.6% due to higher technology fees, aviation and tuition growth (11 new airplanes/management programs). Operating expenses have decreased by 1.9% due to lower contractual expenses and increased expense management accountability in other expense categories. As a result, there has been significant improvement in the University's net position (\$5.3M). He requested a budget of \$141M of revenue (operation and non-operating) and \$124.9M operating expense (plus depreciation expenses \$10M = \$134.9M total).
 - Foundation Gift Update. On May 21, 2019, the University received \$7.5M with a carry forward balance of \$1.5M. On May 29, 2019, the University had a balance of \$8.9M. A reserve account of \$1M will be placed in a restricted account as previously agreed upon. In June 2019, the estimated research grants drawdown is \$900k and estimated summer Title IV is \$3.1M (Mr. Boyle explained that \$2.4M will be received in June and \$700k will be received in July when summer session begins). The estimated available balance, after payables have been met, is \$1.3M.
 - Accountability Plan Review. This is a robust accountability plan to manage the \$124.9M operating budget. Finance will provide monthly and year to date actual versus budget detail expense reporting by the 1st Friday of every month to each of the Pillar leaders. Finance will provide the University summary monthly and year to date actual vs. budget expense reporting by the 2nd Monday of every month to each of the Pillar leaders. Pillar leaders will be held accountable to staying on budget and review their respective divisions monthly and year to date results and must be prepared to discuss and mitigate unfavorable expense variances in the range of 3%. Administrative Council will convene on the 3rd Monday of every month to review and ensure each Pillar is mitigating their respective over expenditures. The OC will be provided updates at the scheduled committee meetings. The accountability plan will go into effect the 1st Friday in August. Mr. Stafford advised that the minor caps, major caps and operating budget should not be co-mingled and that there should be a clear tracking of each account.

[Motion to approve the FY2020 Budget by Mr. Ridgeway; 2nd by Mr. Griffiths; Motion carried]

- Action Item #2: Approval of 2019 -2020 Contract - Equestrian Facility Lease

Agreement

- Mr. Ridgeway explained that the amount Dr. Gines is requesting is already included in the FY2020 budget. Dr. Gines reported that the Equestrian roster will increase from 21 to 36 student-athletes in FY2020. DSU's facility lease will increase from \$130k to \$255k. The present lease expires on June 30, 2019 and the new projected total exceeds the benchmark of \$250k which requires board approval. The lease includes daily feeding for the horses, training, competition, 2 stables, utilities, barn manager, etc.
[Motion to approve by Mr. Griffiths.; 2nd by Mr. Ridgeway; Motion carried]
- Facilities Update. Mr. Bartlett reported the following:
 - “BFIT” Student Internship. Mr. Bartlett reported to the board that he has been working with the College of Business (“COB”), the Provost and Mr. Ridgeway to create a partnership called BFIT (Business Facilities Internship Training). The goal of the program is to expose students who are in the COB with real world applications on DSU's campus. This 7-week summer program will allow COB students to interact and work with DSU's facilities department. The COB students will become aware of facilities, understand the workload, make recommendations, assist with developing a dashboard that will be used to update the OC and campus community. On June 6, 2019, an orientation was held for 3 COB students (2 accounting majors and 1 aviation major).
 - Facilities Assessment Update. Mr. Bartlett reported that a self-assessment was completed on May 30, 2019. He stated that only 3 professional staff members were available to work on the assessment which was difficult due to the level of detail needed. The data collected was helpful but not enough to make decisions. Therefore, the University is moving forward with a third-party assessment through a state contractor called Affirm. The third-party assessment will be completed sometime in September 2019. Mr. Ridgeway added that in addition to using Affirm, the University has solicited the expertise of Alan Brangman. Mr. Brangman is a University of Delaware alum who has an extensive background in facilities management. Mr. Brangman has toured DSU's campus and will provide his recommendations.
 - Projects Update. Mr. Bartlett reported that in March 2019 he recommended 5 projects for board approval. All 5 of those projects did not exceed the projected budget and progress is being made to complete each project. Mr. Bartlett gave special thanks to Student Affairs and the Housing department for their assistance.
- Ellucian Contract. Dr. Allen reported to the board that in January 2019 the University decided to terminate the Ellucian contract and hire an in-house CIO. The contract will terminate on June 30, 2019. However, the University needs to extend the contract for an additional year so that the University can continue its IT support and hire an in-house CIO who will further evaluate the relationship and advise the University on its IT needs going forward. The University will save \$142k over the year. Mr. Cauley added that the contract states that in 6 months a new CIO will be

hired, and Banner will have onsite support to make sure the transition is smooth.
[Motion to approve extending the Ellucian contract for 1 year by Mr. Ridgeway; 2nd by Mr. Griffiths; Motion carried]

[Motion to approve OC Report by Mr. Ridgeway; 2nd by Dr. Harrington; Motion carried]

• **Innovation & Sustainability Committee (I&S) – Dr. Williams**

- Investment Portfolio Update. The current investment portfolio balance is \$23.7M after the Foundation Gift to the University was deducted.
- Scholarship Awards. As of the end of May 2019, 344 students received scholarships totaling over \$400k.
- CASE (Council for Advancement and Support of Education) Conference. In April 2019, Dr. Williams, Dr. Pickrum and Ms. Henrietta Savage attended this conference. As a result, Dr. Williams was inspired to move the campaign goal to a more ambitious goal of \$100M as opposed to \$50M.
- Campaign Update. As of May 30, 2019, the Foundation has raised over \$9M which is more than 1/3 of their initial goal of \$35M. To date, there are 2000 donors. The deadline for additional contributions before the end of the fiscal year is June 30, 2019. A \$250k gift was received from an anonymous donor. The University is expected to contribute \$500k from Title III to the endowment.
- Grants & Gifts Council (GGC). The GGC held its first appreciation dinner to recognize faculty and staff who have been writing and receiving awards for grants. Over 40 faculty and staff members attended the event.
- Research Portfolio. The goal is to grow the portfolio to \$35M. The current portfolio is at \$22M. Faculty and staff have been very active in writing grants. Currently, 95 grant proposals have been submitted. Over \$56M was requested in grant funding, and 58 principal investigators are working on these grants.
- HBCU Philanthropy Symposium, July 22-25. This event is hosted by Dr. Vita Pickrum and Delaware State University. It will be held at Dover Downs.
- NASCAR Event. DSU representatives attended this event. The marketing director at NASCAR has reached out to Dr. Williams regarding how to partner with DSU.

[Motion to approve I&S Report by Mr. Griffiths; 2nd by Dr. Harrington; Motion carried]

PRESIDENT'S REPORT

- Dr. Mishoe reported on the following:
 - May Commencement. This year marked the largest number of graduates at 846 students as well as the largest number of honors graduates. For the second year in a row, seven students graduated with a 4.0.
 - Recruitment/Admissions. The top 5 feeder states are: #1 Delaware, #2 New York, #3 New Jersey, #4 Maryland and #5 Pennsylvania. The University also reaches as far as California and abroad. Dr. Mishoe shared a video clip of a California student, Samara Benjamin, who turned down her acceptance to Berkeley and chose DSU. Mr. Kareem McLemore, DSU's Executive Director of Admissions, was in California and presented several students with

scholarships during an assembly. Mr. McLemore FaceTimed Dr. Mishoe during the assembly and welcomed the students to DSU.

- Partnerships. The University has recently renewed its MOU with DNREC, EPA and DHSS regarding research and internship opportunities. Dr. Mishoe also reported that she has been in conversations with JP Morgan and Ms. Whatley to initiate additional partnerships and student internships.
 - China & Poland Trip, June 9-19. Dr. Mishoe reported that she conducted commencement exercises at Ningbo University of Technology for an accounting program partnership that has existed since 2011. There were approximately 94 DSU graduates in the accounting program. There were over 5000 graduates total. Since 2011, there have been over 600 DSU graduates from the accounting program. Additional programs and partnerships were formed on this 2019 trip such as an English language institute and an Ed.D. graduate studies program. In Warsaw, Poland, 8 of DSU students were there for 4 weeks conducting research with their instructors. Dr. Mishoe shared photos of the students who presented their research and findings to her, the Board Chair and other DSU administrators, faculty and staff.
- Dr. Mishoe acknowledged and shared her condolences for former President, Dr. William Delauder. She mentioned that the funeral services on June 8 was well attended by the University.

EXECUTIVE COMMITTEE – Dr. Williams *(To be discussed in Executive Session)*

NO PUBLIC COMMENTS

ANNOUNCEMENTS

- HBCU Symposium, July 23-25
- Convocation, September 19
- Board of Trustees meeting, September 19
 - Committee Day, September 5
- President’s Prayer Breakfast, September 20
- Homecoming Parade & Game (DSU vs. Howard Univ.), September 21

EXECUTIVE SESSION OF THE BOARD OF TRUSTEES (Pursuant to FOIA)

[Motion to adjourn to go into Executive Session to discuss legal and personnel matters by Ms. Selby; 2nd by Mr. Tice; Motion carried]

ADJOURNMENT

Dr. Williams adjourned the meeting at 4:52 p.m.

*******EXECUTIVE SESSION*******

[Motion to exit Executive Session by Mr. Ridgeway; 2nd by Mr. Tice; Motion carried.]

*******EXECUTIVE SESSION END*******

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