



DELAWARE STATE UNIVERSITY

**Minutes of the “Virtual” Meeting of the Board of Trustees of
Delaware State University, Tuesday, May 5, 2020**

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DOVER, DELAWARE**

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Call to Order

The Board of Trustees of Delaware State University (“BoT”) held a special meeting on Tuesday, May 5, 2020, virtually via WebEx. Dr. Devona Williams, Chair of the Board of Trustees, called the meeting to order at 4:05 p.m.

Roll Call by Ms. Tamara Stoner, Board Secretary

<u>ATTENDEES</u>	
BOARD MEMBERS	DELAWARE STATE UNIVERSITY
Dr. Devona Williams, Chair	Tony Allen, Ph.D., President
Mr. John Ridgeway, Vice Chair	Dr. Sandra Delauder, Interim Provost
Mr. John J. Allen, Vice Chair	Mr. Cleon Cauley, COO
Dr. Debbie Harrington	Dr. Irene Hawkins, CAO and VP of Human Resources
Mr. Leroy Tice, Esq.	Dr. Stacy Downing, VP of Student Affairs
Ms. Jocelyn Stewart	Dr. Vita Pickrum, VP of Institutional Advancement
Ms. Bernadette Dorsey Whatley	Mr. Antonio Boyle, VP of Strategic Management
Ms. Esthelda Parker Selby	Ms. LaKresha Moultrie, General Counsel
Mr. Harold Stafford	Ms. Jackie Griffith, Special Asst. to the President, Dir. of Government & Community Relations
Ms. Lois Hobbs	Dr. Scott Gines, Athletic Director
Ms. Margie Lopez Waite	Mr. Herman Wood, Associate VP Facilities Management, Planning & Construction
Dr. Wilma Mishoe	Mr. Darrell McMillon, Chief Information Officer
Mr. Norman Griffiths, Esq.	Ms. Jane Towers, Controller
Gov. Jack Markell	Mr. Curtis Winslow, Instructional Technology Systems Integration Coordinator
Gov. Michael Castle	Dr. Alexa Silver, Chair, Faculty Senate
	Dr. Lynda Murray Jackson, Asst. VP, Office of Institutional Effectiveness

CONSENT AGENDA

Dr. Devona Williams

- Minutes of the Board of Trustees meeting March 19, 2020
- Approval of Candidates for Spring 2020

- Approval of the Honorary Degree Candidate, Mr. Don Graham
- Approval of Posthumous Certificate of Attendance, Mr. Curtis Center
[Motion to approve the Consent Agenda by Dr. Mishoe; 2nd by Mr. Allen; motion carried]

CHAIR'S REPORT

Dr. Devona Williams

- *Heroes.* On behalf of the BoT, Dr. Williams recognized DSU's frontline workers, specifically but not limited to facilities, public safety, student affairs, faculty, administration and the president, for their continuous efforts to address the ongoing safety and health of our students throughout the COVID-19 crisis.
- *Chair's Student Circle.* A virtual meeting was held on April 20. Attendees included Trustees Williams, Harrington, Allen and Ridgeway. During the meeting, seven student members shared their personal experiences and challenges due to COVID-19.
- *AGB Webinar.* In early June, Dr. Williams will be a panelist on a webinar hosted by AGB regarding shared governance and navigating institutional finance as it relates to COVID-19.

COMMITTEE REPORTS

- **Audit & ERM Committee (AC) – Mr. Leroy Tice / Ms. Lopez-Waite**

ERM: COVID-19 Update (Ms. Moultrie and Ms. Stoner):

- *Institutional Priorities.* Safety of the campus community, academic continuity, and maintaining essential operations.
- *Impact on Campus.* One student tested positive, was quarantined on campus and fully recovered. Student Health Services (SHS) assisted the student and coordinated closely with Bayhealth and DPH. Four employees tested positive. SHS, facilities and administration were critical in sanitizing impacted areas, notifying contacted employees, performing contact tracing, and ensuring no overlap. The campus community continues to practice social distancing (6ft.+) and hygiene protocols as recommended by the CDC and DPH. A notification process was established with ERM, SHS, campus police and IT. HR will follow-up on all employee related leave. All 5 reported cases were kept confidential.
- *ERM COVID-19 Related Responsibilities.* 1) Policies and Procedures: closely monitor CDC/DPH recommendations and Governor's orders to establish internal and university policies and procedures. 2) Communications: some communications come directly from ERM or ERM aids others campus wide. 3) Data Tracking: ERM created campus access and daily essential business screening forms. 4) Supplies: ERM has ordered 2000 facemasks, 500 gloves and will place an order for touchless thermometers.
- *Student Affairs.* 1) Student Housing: 180 students remain on campus; some international students have transitioned home; appropriate social distance and hygiene protocols are being met. 2) SHS/Counseling: SHS established a communication protocol and touched base with all students who remain on campus to address any health needs. SHS and counseling services are accessible on campus Tuesdays and Fridays. Phones and emails

are monitored daily. 3) Meal Services. The meal service plan was immediately revised after the student tested positive for COVID-19. Grab-n-go meals are prepared for pick up Mondays, Wednesdays and Fridays.

- *Strategic Enrollment Management.* 1) Virtual Admissions Tours: virtual tours are ongoing for students and parents (e.g., DC, California, DC-Cap affiliates). 2) Online learning plans for international students are being developed if students are unable to return to campus during the summer and fall. 3) Summer/Fall enrollment numbers are reportedly trending higher than this time last year.
- *Academic Affairs.* 1) Monitoring progress online: The Office of Institutional Effectiveness conducted a survey in which 1200 students responded. Mr. Usman Tinjani, former SGA president and Mr. Marcus Dunn, former Mr. DSU, also conducted a student survey in which there were 700 respondents. Drs. Downing and DeLauder led a faculty-student forum on April 28 with live q/a from students. Dr. DeLauder continues to monitor the progress of online learning and address the needs of both faculty and staff. 2) Summer activities are canceled unless online program options are available. 3) Continued success was noted in the ACEN-Nursing accreditation to 2027, approval of research grants (Dr. Vincent Fondong \$1.1MM; Drs. La'Tia & Derrick Scott \$750K), and the Fullbright Award to Dr. Nandita Das.
- *Funding Resources.* 1) HBCU/MSI Set aside, under the CARES Act: DSU will receive \$11.3MM by June. 2) CARES Act \$5.6MM: DSU received \$2.7MM on grant side, \$2.8MM will be received on Title IV side. 3) Governor's CARES Act: Each state received funding. Delaware received \$1.2B. Although no guidelines have been set at this time, DSU will submit a request for current and future COVID-19 related expenses to the state. 4) Office of Management & Budget (OMB): There's a potential for reallocation of \$5MM in capital funds which is pending approval from the Bond Bill committee chairs.
- *Athletics.* The athletic director continues to work closely with NCAA & MEAC to plan next steps amidst COVID-19. Plans include proposals for reduced sports schedules/models for 2020-2021 and ongoing assessment of impact on sponsorships.
- *Communications.* 1) Broad exposure in national media outlets: DSU has been featured in the Washington Post, Washington Times, US News, The News Journal, State News, DE Business Times, NPR, Wallet Pop, Christian Science Monitor, etc. 2) Online communications are ongoing via WebEx weekly forums, social media outlets (e.g., President Allen's Instagram), virtual campus tours, etc. 3) Government contacts continue with the congressional delegation, Governor Carney and OMB.
- *Student Emergency Relief Fund (SERF).* This fund was established in April 2020.
- *State of Emergency Modifications.* The shelter in place order remains in effect and is expected to extend through June 15. Critical modifications to the State of Emergency since the last BoT: 4th, 5th and 13th. These modifications led to DSU's decision to close the Child Lab, continue telecommuting, identify essential employees, maintain shelter-in-place, and establish face covering protocols. Delaware will use the White House criteria to transition out of the shelter in place. The criteria require that there be a downward trajectory of positive cases and includes a 3-phase reopening process.
- *Moving Forward.* 1) McKinsey & Company Partnership: Thurgood Marshall College Fund received a grant in which McKinsey's team will provide consulting services to various TMCF partners. DSU has been selected to participate in this 12-week program beginning May 11. The program's kick-off will be May 6. 2) Gradual transition back to

normal operations conversations have begun. 3) Policies for testing, shared space, social distancing, access to PPE/facemasks. 4) Safe Student “Move Out”: control numbers in residence halls, campus police will control access, ERM/SHS will process screening prior to student entry. 5) Transitioning employees back to work: clear policies/procedures, create employee screening practices, and facilities will establish a cleaning regimen.

Mr. Tice thanked Ms. Moultrie, Ms. Stoner and the entire leadership team for their work on the crisis management taskforce.

Student Health Insurance Renewal (Ms. Moultrie):

- *2020-2021 Coverage.* Medical: current rate: \$754, renewal rate: \$780. Dental: current rate: \$221.68, renewal rate: no change. Vision: current rate: \$150.12, renewal rate: no change. Eligible students: full time undergrads with 12+ credit hours; grad students with 6+ credit hours; all international students. Students can opt out if proof of other insurance is provided.

[Motion to approve AC Report by Dr. Harrington; 2nd by Ms. Hobbs; Motion carried]

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

Mr. Griffiths reminded the BoT that he and general counsel will conduct a series of legal vignettes. The first two topics will address confidentiality and conflicts of interest. The annual election for board officers will be voted upon at the June 18 board meeting. Under the bylaws, the term of office for a trustee is July 1 to June 30. The presented slate of officers for FY21 include Dr. Williams as chair, Mr. Ridgeway as vice chair, Mr. Allen as vice chair, Ms. Lopez Waite as treasurer, and Ms. Stoner as board secretary. Nominations can be made on or before June 18.

[Motion to approve GC Report by Ms. Parker Selby; 2nd by Mr. Tice; Motion carried]

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

Dr. Harrington reported that the university has been successful thus far with online transition. 681 students will be graduating in May. Summer courses are all online. Fall classes are expected to resume normally; however, plans for a hybrid model are being prepared. Middle States accepted DSU’s self-study design. Further information will be divulged at the June meeting. Enrollment continues to grow. Students, staff, and the public have benefited from the President’s weekly forums.

- *Athletics Sub Committee Update (Mr. John Allen).* Dr. Gines and his team continues to meet weekly with coaches, support staff and athletic teams. Dr. Gines is part of MEAC’s COVID-19 task force which meets twice a week. Ms. Gadson has been coordinating coaching calls regarding recruiting. A lot of traction has been made with recruiting for several women’s programs (e.g., softball roster increased 13 to 30; lacrosse roster increased 13 to 26; equestrian roster increased up to 44). The roster increases will help address gender

equity issues. 17 senior athletes will return for FY21. Scheduling will be focused on regional competition and the impact of COVID-19. FY22 schedules are completed. MEAC has drafted Dr. Gines to work on scheduling paradigms and financial models. Peak Sports Management will serve as DSU's rights provider. Collegiate Consulting is assembling DSU's conference benchmark data and will serve as DSU's broker. DSU is Collegiate Consulting's fourth MEAC client.

- *Student Affairs (Dr. Downing)*. A student employment training schedule has been created for faculty and staff. A list is being compiled of student work hours. Based on the new hiring freeze, discussions are being held regarding critical hires in that area.
- *Virtual Spring Commencement (Dr. Hawkins/Dr. Edwards)*. Commencement will be held on May 16. Various departments have contributed to the success of this project (mass communications, marketing, registrar's office, bookstore, students and parents). Dr. Francine Edwards, production director, shared that the pre-recorded ceremony will be shown on YouTube and aired on Comcast channel 28. Alumna Nicole Dye Anderson, of Barclays, assisted with obtaining some celebrity guests. A sample clip of the ceremony was shared with the BoT. Mr. Ukee Washington will be the commencement speaker.

[Motion to approve SS Report by Mr. Ridgeway; 2nd by Ms. Hobbs; Motion carried]

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

- Action Item #1: Approval of Contract for DNA Sequencer (\$475,500), funded by the Dept. of Defense to Dr. Lee
[Motion to approve by Dr. Mishoe; 2nd by Mr. Allen; Motion carried]
- *2020 Cash Estimates (Ms. Towers)*. **March** Cash (actual): \$6.8MM *not including reserve balance. March end: \$4.5MM in total cash receipts. **April** total cash receipts (forecast): \$7MM and total expenses \$9.9MM = *bank balance at the end of month: \$3MM*, est. available cash: \$1.7MM. **May** total cash receipts (forecast): \$12.7MM and total expenses \$9.4MM = *bank balance at the end of month & est. available cash: \$5MM*. **June** total cash receipts (forecast): \$14.7MM and total expenses \$8.4MM = *bank balance at the end of month: \$11.2MM*. (See 2020 Cash Sources ppt. slide). Dr. Allen reported that a portion of the \$5.6MM CARES Act funds were applied to student accounts for cost of attendance credits.
- (3) *Budget Scenarios for FY21 (Mr. Cauley)*. The scenarios are based on no enrollment loss or loss in state funding.
 - Scenario 1: Resume Fall on time with all students on campus. Operating Gain: (2,947,753)
 - Scenario 2: Start the Fall Semester Late (October). Operating Gain: (2,947,753)
 - Scenario 3: Full Fall Semester Online. Students come back to campus in January. Operating Gain: (17,570,137)
- (4) Revenue Assumptions:

- Inability to charge Student Center Complex, Living and Learning Deposits, Student Activity, Vehicle Registrations fees from July thru December. Estimated loss: \$1,535M+
- Inability to charge residence hall and meal plan fees July thru December. Estimated loss: \$15,016M+
- Inability to hold athletic events from July thru December. Estimated loss: \$288K+
- Inability to charge for concessions from July thru December. Estimated loss: \$14K+
- (3) Expense Assumptions:
 - Implementing an institutional wide hiring freeze thru December (incl. student workers; except for critical and grant related hires). Estimated decrease in salary expense: \$2,759M+
 - Implementing an instructional wide hiring freeze thru December (incl. student workers; except for critical and grant related hires). Estimated decrease in benefits: \$1,208M+
 - Renegotiation of major contracts like Aramark thru December. Estimated decrease in contract expense: \$2,232M+

[Motion to approve OC Report by Dr. Harrington; 2nd by Mrs. Dorsey Whatley; Motion carried]

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

Dr. Williams reported that the current endowment fund balance is \$25MM+. The current market is very volatile; however, Goldman Sachs anticipates a flat recovery by year end. The fund has 645 accounts and 3 new accounts. A Foundation board meeting will be held next week. The Foundation's checking account balance is \$4.5MM. There's been some discussion regarding using the same bank for the university and the Foundation pending approval from the state.

- *Transition Committee (Mrs. Dorsey Whatley).* The team continues to perform work in alignment with the 4 pillars: culture, communications, stakeholder engagement and development. A brief overview was provided expounding on the goals of each subcommittee. Communications has a goal of 30MM impressions. Stakeholder engagement is led by Mr. Stafford. There was a national alumni call held in April. A parent's council has been created. The development committee's goal is \$1MM. The COVID-19 Student Emergency Relief Fund was launched on April 10. About \$450K has been raised to date. There are 1236 student applications requesting \$971,149.58. DSU will be participating in JPMorgan's Advancing Black Pathways initiative. The initiative will provide a financial literacy program to students. Thurgood Marshall and JPMorgan have a joint student emergency relief fund totaling \$150k for 150 students. Since April 7, 47 DSU students have received \$30k from 8 states with the majority being DE students.

[Motion to approve I&S Report by Ms. Parker Selby; 2nd by Mr. Allen; Motion carried]

- **Executive Committee (EC) – Dr. Williams**

No report.

PRESIDENT’S REPORT

Dr. Allen reported the following (*See Report in portal*):

- Dr. Allen applauded the entire administrative team for their work during the COVID-19 crisis. He briefly highlighted the virtual tours, DSU at home landing page, online transition of 1400 classes within 5 days, athletics work with MEAC, university forums, stakeholder engagement, Dr. Nadita Das (COB) Fulbright award recipient, Patrolman Seabert saved a person’s life who was under the influence of drugs, etc. Finance is the current focus. An announcement was made today that there will be a hiring freeze with minimal exceptions. A release will be published tomorrow. A travel notice will also be circulated to faculty and staff. Dr. Allen will continue to vigorously seek and track grant, state and federal funding opportunities. Gov. Markell complimented Ms. Moultrie and Ms. Stoner for their work in leading the crisis taskforce.

NO PUBLIC COMMENTS

ANNOUNCEMENTS

- May Commencement, May 16
- Board Committee Meetings, June 4 and June 11
- Board of Trustees Meeting June 18

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

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

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

[Motion to exit Executive Session by Gov. Markell; 2nd by Mrs. Dorsey Whatley; Motion carried]

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

[Motion to Adjourn by Mr. Griffiths; 2nd by Mr. Stafford; Motion carried]

ADJOURNMENT 7:00 p.m.