



DELAWARE STATE UNIVERSITY

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**Minutes of the “Virtual” Meeting of the Board of Trustees of  
Delaware State University, Thursday, September 17, 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 virtual meeting on Thursday, September 17, 2020, via WebEx. 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

<b><u>ATTENDEES</u></b>	
<b>BOARD MEMBERS</b>	<b>DELAWARE STATE UNIVERSITY</b>
Dr. Devona Williams, Chair	Tony Allen, Ph.D., President
Mr. John Ridgeway, Vice Chair	Dr. Saundra Delauder, Provost
Mr. John J. Allen, Vice Chair	Mr. Cleon Cauley, COO
Mr. Norman Griffiths, Esq.	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
Gov. Jack Markell	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
	Ms. Jane Towers, Controller
	<b><u>Other Attendees:</u></b> Mr. Curtis Winslow Dr. Steve Newton Dr. Alexa Silver Ms. Candy sanders Dr. Charlie Wilson Mr. Carlos Holmes Dr. Clytrice Watson Ms. Ayeda Silent Dr. Francine Edwards

	Chief Harry Downes Dr. Lynda Murray Jackson Ms. Marquita Thomas Brown Dr. Masha Horton Dr. Michelle Fisher Ms. Nancy Oliver of Ellucian Mr. Zafar Chaudhry Dr. Kimberly Sudler Dr. Patrice Gilliam Johnson Ms. Quiana Hutchins Mr. LaShawne Pryor Mr. Semaj Hazzard
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**CONSENT AGENDA**

**Dr. Devona Williams**

- Approval of Minutes from June 18, 2020 Board of Trustees Meeting
- Approval of Minutes from July 16-17, 2020 Board of Trustees Retreat  
*[Motion to approve the Consent Agenda by Mr. Griffiths; 2<sup>nd</sup> by Ms. Whatley; motion carried]*

**CHAIR’S REPORT**

**Dr. Devona Williams**

- *Virtual Convocation, September 17.* The virtual convocation was a success. Special thanks to Dr. DeLauder and all faculty, staff and students who participated.
- *Board Leadership & Participation.* The board members were acknowledged for their leadership and dedication to date. The BoT have shown nearly 100% attendance in all board meetings and retreats. Special compliments to committee chairs for understanding their charters and working hard to make sure things continue moving forward. The members were also recognized for their ongoing support and financial contributions including, but not limited to, the Food Pantry, the Black Lives Matter Blvd. and the DSU Foundation. Thanks to Ms. Whatley for being co-chair of the President’s Transition Committee, the leadership gift from JP Morgan Chase, and her commitment to DEEP Day. Thanks to Ms. Waite for taking on the role of board treasurer and her representation on the Strategic Planning Committee. Mr. Ridgeway was acknowledged for chairing the 130<sup>th</sup> Anniversary committee. Ms. Selby was also recognized for her work on this committee as well. Further acknowledgement was given to Ms. Stewart and Ms. Hobbs as active members of the Foundation Board and ECHS Board, respectively. Thanks to Gov. Markell for his leadership and song writing, as well as Dr. Mishoe for her active role with the theater.
- *AGB Update.* On September 14, Dr. Williams participated in a peer to peer conversation with other board chairs from the Univ. of Rhode Island, Kutztown Univ., and Univ. of Hawaii.

**COMMITTEE REPORTS**

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

Mr. Tice reported that the Audit committee met on September 3. During that meeting, the June 9 minutes were approved. He also reported the following:

- *2019 & 2020 Financial Audits.* The finance team continues to pursue corrective actions regarding the 2019 financial audit. Banner will be used as the system of record to ensure integrity with respect to financial reporting. Weekly finance meetings are held to share and discuss improvements which include timely reconciliations. The 2020 external audit is in process. The finance team has weekly meetings with the external auditor CliftonLarsonAllen. The state is being kept abreast of DSU's progress. November 1 is the target for submitting the 2020 audit. Ms. Towers added that the finance team is more than 75% complete on deliverables for the 2020 audit submission.
- *State P-Card Audit.* The finance team continues to focus on P-card compliance. Concur software will be fully implemented in 2021 to capture real time reporting, budgeting, and automatic updates into Banner.
- *Staffing.* A director of restricted accounting was hired on July 7. She is a graduate of Morgan State Univ. with 20+ years restricted accounting experience. Finance is in the process of hiring an accounts payable manager who has Concur experience. The assistant controller position has been posted and several applications have been received. Dr. Allen added that in 30 days he plans to have a plan for filling the CFO vacancy.
- *ERM / COVID-19.* The university policy renewals were completed effective September 1. The university received the annual United Educators Risk Management Premium Credit (RMPC) of 6%. With respect to COVID-19 testing, .07% (24 positive cases) of the university's population has tested positive. On-campus testing remains fluid. Students quarantine and isolation accommodations have been met. Dr. DeLauder informed the BoT that 88% of DSU courses are delivered virtually, including advising, registration and tutoring support.
- *Internal Audit Update.* Former CFO Mr. Schrof has transitioned into the role of internal auditor. Mr. Schrof is researching the role as it compares to our peers to create a new infrastructure for the university. He is also preparing a control assessment survey and charter which will be brought to the AC for review.

*[Motion to approve AC Report by Mr. Griffiths; 2<sup>nd</sup> by Mr. Stafford; Motion carried]*

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

Mr. Griffiths reported that the GC met on September 3. Only 2 trustees have not submitted their board information and conflicts of interest/disclosure forms to date. As the acquisition of Wesley gets closer, the GC will become more involved on governance of the new entity. The next legal presentation by Ms. Moultrie will be given at the December retreat.

*[Motion to approve GC Report by Mr. Griffiths; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

- **Student Success Committee (SS) – Mr. Allen and Ms. Hobbs**

Mr. Allen reported that the SS met on September 3, and there were no action items. The following items were discussed:

- *Student Success 2021 Goals.* In lieu of the ongoing discussion related to the structure of the SS, Dr. Harrington recommended that the 2021 goals be discussed at a later time.
- *Enrollment Updates.* Mr. Boyle and Ms. Jefferies provided updates regarding virtual summer, summer academy and university enrollment.

- *SNHU Partnership.* Dr. Gilliam-Johnson reported on the partnership with Southern New Hampshire Univ. which includes a pilot program that will be launched in October 2020 with the support of the Thurgood Marshall College Fund. Funding for the pilot program will be provided by Kresge Foundation, Ascendium Educational Group and Charles Kock Foundation.
- *MSCHE.* Dr. Murray-Jackson provided an update on the activities related to the MSCHE evaluation and the information that needs to be added related to the Wesley acquisition.
- *Athletics Sub-committee.* Special acknowledgment to Dr. Gines and his team who continue to do yeomen's work amidst the pandemic. Dr. Gines reported roster increases across 18 sports. Currently, DSU has 447 student-athletes, 21 have opted out due to COVID-19. The Div. I Council met on September 16 and they decided to move basketball back to first competition on November 25. The Council also approved "Fall-ball" for football which is scheduled to begin September 21 – October 25 (15 practice opportunities). MEAC Spring football schedule has been established.
- *Student Affairs Sub-committee.* Ms. Hobbs reported the following:
  - *Housing.* Student Move-In was completed on August 17-22. Current occupancy is at 89%. Warren Franklin is designated as the isolation and quarantine facility.
  - *Student Engagement.* There will be 3 areas of focus: programming, ticketing, and student conduct. There will be indoor and outdoor events. Mask wearing will be monitored. Consequences for not wearing a mask include 2<sup>nd</sup> offense = provided a mask, watch a video, and take a quiz and the 3<sup>rd</sup> offense = termination of housing contract, uninvited from living in campus community.
  - *Student Employment.* Dr. Downing reported that Dr. Allen approved the student hiring policy. The next step will be to disseminate the policy to the campus community. Dr. Clark has been conducting mandatory supervisor trainings. Dr. Hawkins reported that letters have been sent to the campus community regarding protocols for student workers.
  - *Student Health.* Dr. Fisher reported that as of September 17, there are 8 students in isolation on campus, 8 isolated at home, 12 students quarantined on campus, and 21 quarantined at home.
  - *Title IX.* The new regulations were posted on August 14. Virtual trainings of the new regulations are currently taking place. The Title IX division is preparing to increase the Equity Resolution Panel to a 25-member panel.

Mr. Allen and Ms. Hobbs referred the BoT to the portal to view additional SS details & highlights.

*[Motion to approve SS Report by Mr. Allen; 2<sup>nd</sup> by Mr. Griffiths; Motion carried]*

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

Mr. Ridgeway reported that the OC met on September 10. The following items were presented and discussed:

- Action Item #1: Master Plan Contract (\$507,000)

Mr. Cauley reported that the plan includes Wesley. The date of service is September 21, 2020, and the duration is approximately 6-9 months.

*[Motion to approve the Perkins & Will Master Plan Contract at the amount of \$507,000]*

*by Dr. Mishoe; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

- Action Item #2: Approval of Apple Contract (\$2,479,692.08)

Dr. Newton reported that the devices will be mailed to DSU and students beginning September 18. Priority will be given to off-campus students, ECHS, then to freshmen and transfers. Mr. Cauley added that it is a multi-year contract and student tech fee assessments will be used as the funding source. As suggested by Gov. Markell, Mr. Ridgeway will report on two action items at the December retreat: 1) consultation with former BoT member Mr. Stewart on pricing and 2) ECHS technology funding arrangements with previous vendor. Ms. Moultrie reported that the contract will be presented to the BoT every year for approval. She also read the Resolution aloud to the BoT to include with the contract approval.

*[Motion to approve the Apple Contract in the amount of \$2,479,692.08 and the Resolution as presented by Dr. Mishoe; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

- *The Purpose of Operations.* Mr. Cauley reported that Operations collective purpose is “We Exist to Serve”. The strategy is “empowering employees throughout the organization to solve problems and contribute to the university’s success”. Strategy results include maintain high quality service, achieve financial superiority, master internal business process, and sustain growth overtime. The focus will be on customer service and stakeholders.
- *Technology.* Mr. McMillon reported that he is working on three contracts with Ellucian, an existing contract that’s associated with staffing at the Dover site, looking at the Wesley contract, as well as looking at move all services to Banner cloud. All building upgrades have been completed at the Dover and Wilmington campuses. Bandwidth for students has been increased from 1 gig to 5 gigs. His team has installed an internet fail over for Wilmington and Dover. Presently, he is in the process of upgrading the voice mail system and has implemented Workspace One and ICE (network security). A transfer switch for the generator has been installed to prevent the university from losing service.
- *Facilities.* Mr. Wood reported that the Village Dome replacement and flooring project at the Courtyards is currently in progress. The expected completion date is January 2021. A contractor has been selected to begin the sidewalk and pavement project around the administration building. The RFP for the Lot 16 pavement project has been submitted to the state for publishing. He shared a detailed list of various projects noting their status as completed, in progress, and/or ongoing.
- *Finance Update.* Ms. Towers shared a financial dashboard for FY21. The operating budgeted revenue is 38% (salaries), 25% (contractual), and 19% (benefits). As of August 26, AP aging is at 96.7%. In July the budgeted cash inflow was \$5.6 and in August \$4.7. Cash inflows actuals for July was \$5.9 and in August \$4.1. Budgeted cash outflow for July \$4.3 and in August \$5.6. Actual cash outflow for July was \$6.5 and in August \$5.1. Operating Revenue budgeted for FY21 is \$94,875,598, actual received to date is \$36,094,421. Non-operating revenue is budgeted at \$31,338,700 of which \$29M has been recognized. The total operating and non-operating revenue at the budgeted amount of \$126,214,298 of which \$65,683,121 has been received and recognized as revenue. Budgeted expenses for FY21 is \$126,214,298. Expense actuals for July were \$6,787M. The restricted budget is not included in the operating budget.

*[Motion to approve OC Report by Mr. Ridgeway; 2<sup>nd</sup> by Mr. Stafford; Motion carried]*

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

Dr. Williams reported on the following:

- *Investment Portfolio.* The endowment balance at \$28,056,811.
- *Foundation Management.* There are 645 gift accounts of which 120 are endowed accounts. The total bank accounts are up to \$4.7MM as of August 2020. The board has elected new board members: Chip Rossi (President of Bank of America), Nicole Dye Anderson (Alumna; Barclays Bank), Kathy Shelton (FMC), Daryl Graham (Strada), Joe Purzycki (DE Mayor), and CJ Charlton (Aviation Alumnus/Pilot at United). An Advisory Council has been established and the bylaws have been amended. Dr. Allen thanked Ms. Whatley for her leadership on the President’s Transition Team. The development team provided an opportunity to nominate great prospect to the Foundation Board. The Foundation has been recognized with the 2020 Platinum Seal of Transparency on GuideStar for the second time.
- *University Campaign.* This is a 7-year campaign which has reached \$16,438,920.
- *Alumni Participation.* Alumni participation has soared from 12% in FY19 to 15% in FY20.
- *2020 Research Grants.* 82 grants were submitted last fiscal year for a total of \$35.9MM Exceeding the number submitted in 2019. Dr. Melissa Harrington added that \$10MM has been awarded to date.
- *DSU LLC is Named.* The name is The Global Institute for Equity, Inclusion and Civil Rights. A grant was submitted to the New Castle County CARES Funding on September 10 for over \$4.8MM to support the work of the Institute in New Castle County
- *10<sup>th</sup> Anniversary of the HBCU Philanthropy Symposium, June 22-23, 2020.* The virtual event was a success. About 54 schools consisting of 44 HBCUs and 10 PWIs and over 300 participants were in attendance. Special appearances by: Rep. Lisa Blunt-Rochester, John Taylor, Harry Williams, Dr. Allen. Key presenters: William Hansen - Strada Education Network, Kresge Foundation, Lumina Foundation, Bill & Melinda Gates Foundation, TMCF and UNCF.
- *President’s Transition Committee.* Mrs. Whatley reported that the committee is focused on 4 pillars: culture, communications, stakeholder engagement and development. Dr. Gilliam-Johnson and the Culture committee are working on a culture plan which includes 3 focus areas: quality, customer service and deeper cross-division collaboration. The culture committee will include questions on the Fall climate survey. The answers will help refine the culture plan. The Communications committee had a goal of 30MM impressions. To date, they have reached 95MM. There were 75MM impressions were claimed within the past 2 months. Special thanks to Dr. Dawn Mosley, Dr. Newton and their teams. The Stakeholder Engagement committee, led by Mr. Stafford, is developing a comprehensive stakeholder engagement plan. The Development committee met and exceeded the goal of \$1M within a 3-month period. Special thanks to LaShawne Pryor for his work on the Development committee.
- *130<sup>th</sup> Anniversary.* Mr. Ridgeway announced that the celebration will be held on May 15, 2021. Ms. Selby will also assist in the effort. The target goal is \$1.3MM with a requested donation of \$1300.00 per individual. Each committee member has pledged \$1300.00. A steering committee and affinity groups have been setup. A website and email will be setup. A big event will be held May 16 like the Scholarship Ball and another event on May 17. Trustees will be asked to make comments on the website. A video will be put together

regarding DSU's last 5 years.

*[Motion to approve I&S Report by Dr. Mishoe; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

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

Dr. Williams discussed the Student Success Committee structure and the possibility of creating separate standalone committees for both Student Affairs and Athletics. This discussion will be held at the board retreat.

- Action Item #1: Recommendation to approve delay of the Calendar for 2021-2022 applications for consideration of Sabbaticals, P&T until January 2021/Memo  
*[Motion to approve the recommendation until January 2021 per the noted specifics in the Memorandum of Understanding by Dr. Williams; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

*[Motion to approve EC Report by Ms. Hobbs; 2<sup>nd</sup> by Mr. Griffiths; Motion carried]*

## **PRESIDENT'S REPORT**

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

- *Administrative Council (AC)*. Thanks to the AC for their work throughout the year. The AC Retreat was held last week.
- *Shared 3 Student Produced Videos*. Dr. Allen shared 3 videos produced by students regarding practicing safety amid COVID-19.
- *Priorities*.
  - *Fall Reopening*. DSU has processed over 10,000 tests with a positivity rate of about .6% to date. DSU students, staff and faculty on campus are required to test twice a week. The testing effort has been led by Ms. Moultrie, Ms. Stoner and Dr. Fisher. Special acknowledgement to the Dept. of Public Health, Athletics and Student Affairs groups. We are currently at 75% residential occupancy, so there are about 1800 students are residing in our halls today.
  - *Customer Service*. Customer service continues to be a critical focus area for the university. There were some complaints received from Courtyards regarding significant unreadiness. Mr. Wood, Mr. Pratt, Ms. Griffith, and Dr. Downing worked collaboratively to resolve those complaints. The resolution costs totaled \$26K.
  - *Financial Management*. There will be a significant drawdown in September which will provide a good sense of revenues as it relates to tuition and fees. DSU is trending favorably with enrollment.
  - *Wesley*. This opportunity continues to go well. Dr. Allen spoke to Dover's City Council regarding DSU's intentions, plans and hurdles. DSU is 100% owner of the Schwartz which adds to the downtown presence. On October 9, DSU will apply to MSCHE to approve a plan to add Wesley as an "additional location".
  - *MEAC*. On September 17, Dr. Allen joined the membership committee of the Council of Presidents. DSU will continue to do its due diligence on what other opportunities may be.

- *Strategic Planning.* Dr. Downing and Ms. Waite are working closely with the consultant. A presentation will be provided at the December BoT retreat.
- *Upcoming Dates.* Prayer Breakfast, October 1. AAUP Contract re-negotiations will come to the board with a strategy in the next coming months.
- *Executive Profile/Media Impressions.* Accolades were given to Drs. Newton and Mosley and their tremendous work with media impressions at the local and national levels. The focus has been on COVID-19 and civil unrest. There have been 95MM unpaid media impressions.
- *DSU's Ranking.* US News ranked DSU is ranked #3 in public HBCU in America; and #11 amongst all HBCUs in America = 2021 US News and World Report HBCU Rankings; based on social mobility, alumni giving and faculty support; DSU is in the top 1% on the social mobility index.
- *Making History.* DSU raised \$3MM in gifts within 45 days. Testing for America donated \$1M for ongoing testing. Bank of America donated \$1M to advance racial equality and economic opportunity. JP Morgan's Advancing Black Pathways Initiative donated \$1M. Mr. Usman Tinjani, former SGA president, now works for JP Morgan
- *Presentation by Mr. Semaj Hazzard, SGA Vice President.*
  - *Black Lives Matter (BLM).* Students leaders have requested ongoing discussions and interactions with campus police and want to have a BLM pavement mural on campus. Mr. Hazzard reported to the BoT that the BLM mural will be located between the walkway of the WRC and MLK. The mural will list the names of victims. The expected completion date is October 15. Trustee Jocelyn Stewart and Mr. Boyle were the first to donate monetarily to the mural. A DSU Unity Cookout, to build better relations with DSU Police and the student body, will be held September 27 from 2-5 p.m. on the basketball courts.

**NO PUBLIC COMMENTS**

**ANNOUNCEMENTS**

- Virtual Prayer Breakfast, October 1, 2020 at 8 a.m.
- Board of Trustees Retreat, December 3-4, 2020

*[Motion to enter Executive Session by Mr. Stafford; 2<sup>nd</sup> by Mr. Griffiths; Motion carried]*

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

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**\*\*\*\*\*EXECUTIVE SESSION\*\*\*\*\***

*[Motion to exit Executive Session by Mr. Griffiths; 2<sup>nd</sup> by Mr. Stafford; Motion carried]*

**\*\*\*\*\*EXECUTIVE SESSION\*\*\*\*\***

*[Motion to move forward with the recommendation as discussed in Executive Session by Mr.*

*Allen; 2<sup>nd</sup> by Mr. Griffiths; Motion carried]*

*[Motion to Adjourn by Mr. Griffiths; 2<sup>nd</sup> by Mr. Allen; Motion carried]*

**ADJOURNMENT** 4:54 p.m.