

## Attendees

### Board of Regents

Thelma V. Cook, Chairwoman  
Reginald D. Dickson, Vice Chairman  
Christine Chadwick, Member  
Debra Hollingsworth, Member

### President's Office

Constance Gully, Interim President/  
Executive Vice President for  
Business and Financial Affairs  
Lea Sutherland, Executive  
Assistant to the President  
and Secretary to the  
Board of Regents

### President's Cabinet

Dr. Dwyane Smith, Vice  
President of Academic Affairs  
LaShanda Boone, Vice President  
of Student Affairs and  
Enrollment Management  
Courtney McCall, Associate Vice  
President of University Relations  
James Fogt, Vice President of  
Strategic Planning and IT Services  
Charles Gooden, Dean,  
Student Affairs  
Heather Bostic, Executive Director,  
Title III and Sponsored Programs  
Dr. Michelle McClure, Assistant  
Vice President for Academic Affairs  
Brian Huggins, Comptroller  
Dr. Lateef Adelani, Dean, College  
of Arts and Sciences  
Dr. Fara Zakery, Dean, Anheuser-  
Busch School of Business  
Dr. Veola Martin, Interim Dean,  
College of Education  
Howard Richards, Executive  
Director, Institutional Security  
and Development

### Others in Attendance

Atty. Thomas Mickes,  
Mickes, Goldman LLC  
Attorneys at Law

# BOARD

## HIGHLIGHTS

VOLUME 9, ISSUE 5

DECEMBER 2013

### Chairwoman's Report

Chairwoman Cook explained that Dr. McCoy's appointment, along with approximately 40 others made by Governor Nixon had been rescinded as they had not been confirmed by the Missouri Senate. She stated, as such, Dr. McCoy would not be allowed to serve until confirmed by Missouri Senate.

### Next Board of Regents Meeting

Chairwoman Cook reminded everyone that the next Board of Regents meeting would be held on Tuesday, January 28, 2014 at 7:30 a.m. She noted that the list of meeting dates for 2014 could be found under Tab 3 of the December Board Booklet.

### Recommendation for Approval of the Harris-Stowe State University Board of Regents Policies and Regulations

A motion was made by Regent Dickson, seconded by Regent Chadwick and unanimously approved for the Harris-Stowe State University Board of Regents Policies and Regulations.

Atty. Mickes stated that as a point of clarification, The Policies is a living document that provides guidance for the university and regents might have additional thoughts and changes. He stated that it will be brought to the Board twice a year for review.

Chairwoman Cook asked Mr. Fogt to make sure the document is made public.

### Approval of the October 2013 Minutes

A motion was made by Regent Dickson seconded by Regent Chadwick, and unanimously carried for approval of the October 2013 Board minutes.

### President's Report

#### Brief Presentation by Adam Gabriel, Public Financial Management

Mrs. Gully introduced Adam Gabriel, Public Financial Management (PFM). She stated that the Executive Leadership Team has been meeting with PFM on and off for the past six

months. She stated that HSSU has a lot of private contributions that have been stifled and could yield a higher return. She added that PFM provides advice on investments and that HSSU is looking to amend its investment policy next year that will the highest rate of return possible.

Mr. Gabriel introduced his colleague, former coo of university of Chicago endowment – Mary Fedorak, who joined the meeting via conference call. He shared that PFM has been in business over 30 years. He then reviewed in detail the presentation document which included the history of PFM's higher education financial advisory practices. He stated that PFM has worked with several HBCUs, endowments and foundations within higher education in Missouri. He noted that PFM was recently hired by the City of St. Louis as its financial advisor. He asked Ms. Fedorak to explain multi-asset class management.

Ms. Fedorak explained that multi-asset class management is PFM's manager-of-managers approach to investing where they select the underlying investments within a client's portfolio and provides many advantages including (1) access to sophisticated investment management tools normally available only to the very largest institutional investors; (2) portfolio asset customization to meet investor needs; (3) experienced dedicated research team; (4) efficient use of both active and passive investments to create a cost-effective strategy; and (5) PFM's own risk and return projections which are generally more conservative than historical data used by many of their competitors.

Mr. Gabriel then summarized the practices and services offered by PFM.

A copy of the presentation document "Investment Advisory Endowment Solution" can be found with the December 2013 Board Booklet.

Chairwoman Cook asked which banks participated with PFM.

## President's Report Cont.

Mr. Gabriel stated that institutions they work with are free to pick whichever custodian they choose as they are only the investment advisor.

Chairwoman Cook then asked Mrs. Gully if HSSU's current policies would have to be changed.

Mrs. Gully stated that only the investment policy opportunity would change to maximize every contribution that comes to the university.

Regent Dickson remarked that PFM made a very good presentation, and the fact that PFM is interested in a school the size of HSSU is a positive opportunity.

Chairwoman Cook stated that HSSU will be interested in anything that will increase the university coffers and that while the presentation was general, the Board finance committee could take a closer look at the packages.

### **Report on Attendance at the National Convening on Higher Education Innovation Meeting Held in Kansas City, Missouri and the Midwestern Higher Education Compact Conference in Omaha, Nebraska**

Interim-president Gully reported that she attended the National Convening on Higher Education Meeting held in Kansas City, Missouri, on November 13-14, 2013, where local education, business and civic leaders met during a two-day conference regarding the Missouri Innovation Campus (MIC), a new approach to higher education that is gaining national attention. She explained that the Missouri Innovation Campus is an accelerated, four-year high school and college degree program, which currently enrolls 37 students in two degree plans. She stated that the goal is to lower student debt, accelerate entry into the workforce, and supply growing industries with well-prepared workers. She added that the program, which enrolled its first students in fall 2012, is a collaboration of Lee's Summit R-7 School District, Metropolitan Community College and the University of Central Missouri, and, partners with businesses, including Cerner, DST Systems and St. Luke's Hospital, in hopes of giving MIC students real world experience in growing fields and potential job placement when they graduate.

Mrs. Gully then reported that she also attended the Midwestern Higher Education Compact (MHEC) 2013 annual policy summit on November 18-19, 2013, where the growing phenomenon of MOOCs (Massive Open Online Courses) and related efforts to promote the availability and use of open source, web-based educational content at little to no cost to consumers was examined. She explained that the rise of MOOCs and the growth of open educational resources (OER) have the potential to drive significant change in the higher education enterprise, including physical space planning, funding and budgeting, student support services, and perhaps most significantly, the teaching and learning process. She added that the related competency-based movement challenges traditional notions of seat-time, the credit hour, and the very nature of degrees and other credentials. She noted that the presentations were informative and provoked discussions on how to position colleges, universities and higher education systems to be prepared for potential changes brought by MOOCs and OER regarding: (1) faculty/teaching; (2) students/learning; and (3) institutions/ credentialing; and (4) systems/planning.

Interim President Gully also shared that for the most part HSSU must think outside the box and do some things differently as 85 percent of the individuals pursuing higher education are no longer 18-24 year olds. She added that the focus at both conferences was affordability and advancing degrees while making sure students can access degrees at affordable rates. She then added that the

focus at both conferences was affordability and advancing degrees while making sure students can access degrees at affordable rates. She then added that the additional focus is how to get Missouri in the top 10 for degree conferral and that corporations and two-year and four-year college representatives are meeting to determine how to create innovative concepts for higher education in Missouri. She noted that it is important for HSSU to be at that table and to see and begin do things in a different light.

Chairwoman Cook asked how this concept is being marketed to corporations.

Interim President Gully stated that the Missouri Innovation Campus is a collaboration of those entities discussed earlier, based on relationships, and that this particular opportunity is driven by technology. She further stated that HSSU has established the W-PAC, where Wells Fargo and Boeing have established partnerships with HSSU. She shared that these corporations massage HSSU students to prepare them for opportunities at those companies and help to prepare them for their workplace. She then shared that the mission at HSSU is to avail the level of student to the St. Louis region to employ, and that from a marketing perspective this is how it is done. She added that from a foundation perspective, donors give because they believe in the mission. She remarked that in a short period of time HSSU will shine in math and science.

Regent Dickson stated that if employers feel HSSU graduates are work ready, it will mean and say a lot. He added that there is a real opportunity for all HSSU students as far as internships, employment and graduation, and that it is, indeed, a relationship business.

Mrs. Gully noted that HSSU is starting at the beginning with mentoring, shadowing opportunities and internships.

Ms. McCall shared that there is a two-page spread in the new development book titled "Workplace Ready" that highlights HSSU students who have been offered employment as a result of corporate internships.

### **Update on the Anheuser-Busch School of Business (ABSB) and the Academic Resource Center (ARC) Relocations**

Interim-president Gully reported that the Academic Resource Center (ARC) formerly Center for Retention and Student Success, (CRSS) has relocated to the former dining hall on the ground floor. She further reported that work is being finalized on the third floor, former home of ARC, for the relocation of the ABSB. Mrs. Gully stated that Dean Zakery and her team have toured the area and determined space assignments and that the logistical plan is to have everyone in place by January 2014. She extended special thanks to Ms. Boone, Mr. Fogt and Dr. Smith for overseeing the move(s), and gave "kudos" to Paul Kennon and the entire HSSU maintenance team who did a beautifully job renovating both spaces.

### **October Financial Reports**

Mr. Huggins reported that the Board Finance Committee met on November 25, 2013, and that the general operating fund revenues for period ending October 2013 were at 40%, and expenditures at 30%; Gillespie Residence Hall housing rental revenues were at 33% with expenditures at 18%; Bosley Hall housing rental revenues were at 68% with expenditures at 22%; Clay Center revenues were at 37% with expenditures at 36%; and, Consortium for Leadership Development (CLD) revenues in a separate account (not handled by the University) with total expenditures of 43%.

## Academic Affairs

### Update on HSSU's Math Degree Program

Dr. Smith stated that he could attest to Mrs. Gully's earlier stated that Harris-Stowe will shine with its STEM program as HSSU ranks number one as a top producer in the state of Missouri of African-American graduates in mathematics. He then gave a PowerPoint presentation on the University's math degree program. He stated that Harris-Stowe State University, Lincoln University, Saint Louis University are all top producers of African-American math majors in Missouri, but that according to MDHE, Harris-Stowe ranks no. 1 in the degree production of African-Americans in math for the 2012-2013 academic year. He then reviewed, in detail, the statistics based on gender, and noted that Harris-Stowe will perhaps rank in the top 50 degree producers in the nation of African-Americans in mathematics in 2014. He noted that Diverse Issues produces an annual list by category and that the next issue will be published in 2014.

Chairwoman Cook asked about where HSSU math students go following graduation.

Dr. Smith stated that the goal is for them to eventually get their Ph.D.s and to work in various capacities of STEM.

Chairwoman Cook stated that it is important for students to be clear about what can be done with these majors.

Dr. Smith concurred. He shared that Dr. Seqwana Pryor, first African-American to graduate with a Ph.D. in Chemical Engineering from Purdue University, now serves on Harris-Stowe's STEM advisory board.

Ms. McCall noted that Boeing is particularly interested in Harris-Stowe math majors.

Regent Dickson noted that this could also be another opportunity to partner with SEMO in regards to the math program as they are starting an actuarial program.

Dr. Smith stated that he will ask Ms. McCall to generate publicity on this information.

### Emerson Teacher of the Year

Dr. Smith then announced that Mrs. Nancy Popkin, instructor of English at HSSU since 1996, is the university's Emerson Teacher of the Year. He shared that Mrs. Popkin is also the co-director of the St. Louis Gateway Writing Project, which is sponsored by a partnership between Harris-Stowe State University and the University of Missouri – St. Louis. He added that during her tenure at Harris-Stowe, Ms. Popkin has served as co-chair of the NCATE Self Study; co-chair Higher Learning Commission Self Study; co-chair of the Student Success Council; and she is a member of the Educational Policies committee and Scholarship committee. He noted that Mrs. Popkin was honored along with other educators in the area at the Ritz Carlton and that she will also be honored next year by Governor Nixon with other statewide educators.

### HSSU Day at SLU School of Law

Dr. Smith reported that 15 Harris-Stowe State University students recently participated in HSSU Day at Saint Louis University's School of Law. He stated that Dr. Michelle McClure worked jointly with Alice Dickherber, the assistant director of admissions and Lisa Taylor, director of multicultural outreach to coordinate the event. He further stated that the event gave Harris-Stowe students a glimpse of a day in the life of law school students and that in addition to touring the new facility, HSSU students had the opportunity to learn about the application process for law school. He added that students participated in a mock criminal law class with Associate Professor Jacqueline Kutnik-Bauder and had the opportunity to meet with students who are members of the Black Law Student Association. Dr. Smith then stated that the goal of this continued partnership is to prepare students from HSSU to apply and gain admission to the SLU Law School.

Atty. Mickes stated that his law firm is willing to be a site for students to have an opportunity to come and tour, visit and learn more about law school.

## Student Affairs & Enrollment Management

### Update on Student Affairs and Enrollment Management Activities

Ms. Boone reported that Chairwoman Cook requested a status report on Student Affairs and Enrollment Management. She stated that as the new vice president for Student Affairs and Enrollment Management, she wanted to make sure a cohesive unit was developed. She shared guiding principles and priorities for developing the following areas and activities during the past 90 days (since her appointment as VP). Ms. Boone stated that the guiding principles for Student Affairs and Enrollment Management are: (1) Commitment to excellence; (2) Value Service; (3) Accountability; (4) Communication; (5) Collaboration and (6) Deliberate decision making.

She then gave a detailed PowerPoint presentation on the following for Student Affairs and Enrollment Management:

Priority: Student Engagement – a. Provide support for student academic success and to help ensure students, particularly those in targeted populations, are retained; and b. Provide programs, services and co-curricular activities that enhance student learning, engage students in their academic and University experiences and prepare students for a global society.

Strategies – a. Build infrastructure to accurately track student engagement and understand the scope and patterns related to involvement; b. Review current policies, processes and procedures and commit to remove obstacles to engagement; c. Develop policies that promote student involvement; and d. Work to define the “HSSU experience” with other stakeholders at the university, which would provide a framework to guide student expectations, experiences and reinforce academic priorities.

Priority: Improve student awareness of campus services – a. Provide experiences that allow a connection with students through a program and/or person; and b. Identify programs and/or services offered that are intended to promote the retention of students.

Strategies – a. Utilize a marketing plan that promotes to students the programs and services Student Affairs and Enrollment Management provide in support of student retention; b. Develop a student satisfaction survey to assess current programs and provide an outlet to develop new ones and improve student interactions; c. Ensure information accessibility, provide multiple contact points for students and deliver consistent processes; and d. Utilize electronic and or social media platforms to engage students.

Priority: Adjust our infrastructure, policies, procedures and practices to better attract and serve our students; and establish processes for

## Student Affairs & Enrollment Management Cont.

using data about student progression and outcomes to identify gaps in policies and processes.

Strategies – a. Formulate strategies for addressing policy gaps, improve student success, and evaluate the effectiveness of policies; and b. Continuously review processes to meet our changing demographic needs.

Priority: Increase research and scholarly productivity within the Division of Student Affairs and Enrollment Management and identify opportunities and or resources for staff to attend professional conferences, workshops and meetings, focusing on best practices.

Strategies: - a. Increase the number of professional and staff development opportunities offered and the number of participants; b. Encourage and support Student Affairs and Enrollment Management staff members to join professional organizations, attend workshops, meetings, etc.; and c. Provide opportunities for SAEE staff members to present at conferences, write articles to be submitted to peer-reviewed publications and or become content experts.

Chairwoman Cook gave kudos to Ms. Boone and her staff for their total embrace of HSSU, as they attempt to realize the goals and objectives set for the University. She stated that no one functions alone, and that it takes the entire University family to achieve these major goals. She further commended Ms. Boone on her efforts to reach out to faculty and staff to address these goals and initiatives, and stated that HSSU is fortunate to have the people with skills to accomplish all of this. She added that when the vision is clear, and the talent is present, everything will work out.

Chairwoman Cook again extended kudos to Ms. Boone and to everyone present for working together. She noted that this is how HSSU will increase enrollment and retain students. She then noted that the Board is enthusiastic about what is taking place at HSSU.

Regent Dickson gave kudos to Dr. Smith and the entire team along with stating that he is happy to be a part of the “new” HSSU.

Regent Hollingsworth extended her thanks to Ms. Boone, Mr. Fogt and IT Services for making key areas electronically available and easier for students to access.

## Strategic Planning & IT Services

### Update on Customer Service Survey

Mr. Fogt gave a PowerPoint presentation on Measuring Success and Identifying Opportunities for Improvement at Harris-Stowe and reported on course evaluations and office experience surveys – one of the priorities addressed for assessment in 2012. He reported that his area, Strategic Planning and IT Services, developed the HSSU customer service survey in 2012, with approximately 450 completed surveys to date. He stated, as a result, that challenges have been addressed in several areas and major issues have been pinpointed down to a few behaviors that are being monitored by administrators. He explained that surveys give students a ‘voice’ to tell how they feel about their campus experiences. He stated that improving customer service is one of the institution’s priority goals and that there must be an instrument to benchmark and measure progress on this goal. He further explained that negative campus experiences add to retention problems and positive campus experiences attract students, and, that this survey instantly adds one area of assessment to every unit and is a step toward creating a culture of assessment.

He noted that six question are asked to learn about how HSSU offices are perceived by the University’s campus community including: (1) Attitude (are HSSU staff courteous and professional?); (2) Helpfulness (are HSSU staff actively resolving problems?); (3) Respect (are HSSU staff treating individuals appropriately?); (4) Clarity (do students and other visitors understand what they are being told in our offices?); (5) Comparative experiences (how do students and other visitors rate one office experience in relation to others?); and (6) Overall satisfaction

(how do students and other visitors feel about their total experience?). He then explained that top-level administrators are given report cards that include ratings and comments, and when a constituent indicates that they wish to have follow-up (positive or negative), their survey is sent to the director/dean/VP responsible for oversight of the unit. He noted that if the constituent indicates a negative experience and wishes for follow up, the retention team is also notified with an alert. Mr. Fogt then gave a sample administrative report of long-range performance.

### Update on Faculty Evaluations

Mr. Fogt then reported on course evaluations – another priority addressed for assessment in 2012. He stated that the old process was traditional paper and pencil and that data proved very difficult to aggregate in a timely fashion. He then stated that his team (1) programmed the entire process to take place online for students and instructors; (2) changed evaluations from an end-of-term activity to a mid-term activity; (3) simplified the questions and surveyed faculty to ensure that they were comfortable with what we asked students to rate; and (4) engaged the VP for Academic Affairs and Faculty Senate to ensure there was consensus for change. He then explained the process in detail, along with goals and information found in the data. Mr. Fogt distributed an executive summary on both reports to members of the Board of Regents. In addition, a copy of his PowerPoint presentation can be found with the December 2013 board booklet.

## University Relations

### Review of the Alumni Newsletter

Ms. McCall reported on the most recent edition of the “Hornet Alumni Messenger” found under Tab 8 of the December Board Booklet. She stated that the publication also went out electronically and was available on the University website. She then shared a “Glimpse of the Evolving Harris-Stowe State University” development booklet. She shared that her office has been designing the document for the past month and that it was recently sent to the printer. Ms. McCall gave kudos to Brenda Talbot who also worked hard on the document.

Regent Chadwick remarked that the development booklet was beautiful and most impressive. She suggested that all VIP donors receive a copy.

Ms. McCall reminded Board members that she had sent them a copy of the Foundation By-laws. She then distributed a letter template that the Board might want to send out to additional major donors.

She then announced that Gwendolyn Downs, the donor who has donated a car every other year to a student, would make her presentation at the annual President’s Late Night Breakfast for students to be held on December 10.

Mrs. Gully announced that Roland Martin, nationally syndicated columnist and journalist would serve as the keynote speaker of the 2014 Dr. MLK, Jr. State Celebration Kickoff for Missouri held on HSSU’s campus. She invited members of the Board to attend the VIP reception at 5:30 p.m. and noted that there would be reserved seating for Board members who wished to attend the program at 6:30 p.m. She also announced that the St. Louis Black Rep would debut “Black Nativity” at HSSU on the evening of the date of this meeting, followed by “The Meeting” in February 2014 and “The Trials of Brother Jerico” in March 2014.