

**MINUTES OF THE REGULAR MEETING
BOARD OF REGENTS OF HARRIS-STOWE STATE UNIVERSITY
August 26, 2014**

Vice Chair Dickson asked Mrs. Sutherlin to conduct roll call. A motion was made by Regent Chadwick, seconded by Regent Norwood and unanimously approved to convene the regular session of the Board of Regents of Harris-Stowe State University. The meeting was held on Tuesday, August 26, 2014, starting at 8:15 a.m., in the Board of Regents Conference Room (101), the Dr. Henry Givens, Jr. Administration Building. Attendance at this meeting is summarized below:

MEMBERS OF THE BOARD OF REGENTS:

Present:

Mr. Reginald Dickson, Vice Chairman
Mrs. Christine Chadwick
Atty. Ronald Norwood
Mrs. Thelma V. Cook, Chairwoman, via conference call

Absent:

Ms. Debra Hollingsworth

REPRESENTATIVES FROM THE PRESIDENT'S OFFICE

Present:

Dr. Dwaun J. Warmack, President
Mrs. Lea Sutherlin, Executive Assistant to the President and Secretary to the Board

MEMBERS OF THE PRESIDENT'S ADMINISTRATIVE COUNCIL

Present:

Dr. Dwyane Smith, Vice President for Academic Affairs
Mrs. Constance Gully, Executive Vice President for Business and Financial Affairs
Mr. James Fogt, Vice President, Strategic Planning and IT Services
Mr. Shawn Baker *for Ms. Lashanda Boone, Vice President, Student Affairs and Enrollment Management*
Dr. Michelle McClure, Assistant Vice President for Academic Affairs
Mr. Brian Huggins, Comptroller
Dr. Charlene Jones *for 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
Mrs. Heather Bostic, Executive Director, Title III and Sponsored Programs
Ms. Brenda Talbot, Coordinator, University Relations
Dr. Olawabi Tihamiyu *for Dr. Odesa Weatherford-Jacobs, Faculty Senate President*

Absent:

Mr. Adrian Kelly, SGA President

Other Attendees:

Atty. Thomas Mickes, Mickes, Goldman, O'Toole LLC Attorneys at Law
Mr. Adam Gabriel, PFM Asset Management
Ms. Mary Fedorak, PFM Asset Management

FOREWORD:

The minutes presented below are a summary of the discussions, deliberations and actions of the Board of Regents at its August 26, 2014 meeting. As such, only the main ideas, suggestions and courses of action are substantively presented. Verbatim statements or detailed descriptions of discussions and actions are not included.

SUMMARY OF REPORTS, DELIBERATIONS AND ACTIONS:

1. REPORT(S) OF THE VICE CHAIR AND MEMBERS OF THE BOARD:

Vice Chair Dickson called for a moment of silence in the wake of the Ferguson tragedy and in support of peace for all communities.

A. **APPROVAL OF THE JUNE 2014 MINUTES:** A motion was made by Regent Chadwick, seconded by Regent Norwood, and unanimously carried for approval of the June 2014 Board minutes.

B. **PRESENTATION BY PFM ASSET MANAGEMENT**.....Mrs. Constance Gully

Mrs. Gully recalled the Board approved revised investment policy. She asked Mr. Gabriel and Ms. Fedorak to report on how those investments are doing thus far.

Mr. Gabriel distributed copies of the PFM Asset Management second quarter 2014 performance review for Harris-Stowe State University. He gave a brief overview of the document and encouraged Board members to read it at their convenience in detail

Ms. Fedorak shared that the portfolio earned over 3.5% over the quarter, and discussed the portfolio returns. She added that the equity portfolio is heavily passive.

Regent Norwood inquired about administrative costs.

Mr. Gabriel noted that a potential item for future discussion is that the \$200,000 currently in the Harris-Stowe Foundation can be invested with the same strategy currently being utilized for the University. He stated that PFM would look at using three index funds to earn a better rate of return and keep down trading cost.

Vice Chair Dickson asked if there were any unknown costs that have not been divulged to the Board of Regents.

Ms. Fedorak stated that PFM is very transparent about any costs. She then broke down the three costs involved with Harris-Stowe's current investment plan.

Dr. Tihamiyu asked for an explanation of the basis point.

Ms. Fedorak explained that a basis point is a percent of a percent.

Vice Chair Dickson reiterated that the report must include true costs and that there are no invisible costs.

Mrs. Gully reminded that these are private and corporate contribution dollars received over the past 20 years.

Atty. Mickes asked if there are investments that generate fees that are turned back over to PFM.

Ms. Fedorak stated that Harris-Stowe has no such investments and that PFM uses all non-proprietary funds.

Vice Chair Dickson thanked Mr. Gabriel and Ms. Fedorak for their report. He then asked everyone present to introduce themselves.

Mrs. Gully shared that this would be her last Harris-Stowe Board Meeting and that after 16 years she is leaving the institution for another position. She stated that it is her belief that Harris-Stowe is in “great hands.”

2. REPORT OF THE PRESIDENT ON A VARIETY OF INSTITUTIONAL PROGRAMS AND PROJECTS:

President Warmack’s report included the following:.....President Warmack

President Warmack began his report by thanking this team for a wonderful welcome to St. Louis. He stated that it has been helpful to inherit a strong team and thanked the Board for its confidence in him to lead this historic institution.

- A. REPORT ON PRESIDENTIAL MEETING SUMMARY (JULY 14 – AUGUST 25, 2014):** President Warmack presented his Presidential Meeting Summary which included meetings and sessions held from July 14 (his first day) through August 25. He reported that great conversations are being held about the future of HSSU and that his focus is to build on the legacy as Harris-Stowe transcends into the future. He stated that in addition to the several meetings listed on the summary, he has already met with over 65 faculty and staff, and has visited nine churches in order to continue sharing about Harris-Stowe’s brand. Dr. Warmack further stated with coming into this position in the midst of the Ferguson tragedy, it is important for HSSU to be at the forefront of working toward solutions, hosting educational summits and promoting thought provoking conversations about race, socio-economics and politics. He shared that two such events had already been held including “Truth Has No Color” featuring television personality Judge Greg Mathis on August 17 and “A Community in Turmoil: How did we get here and how do we break the cycle?” featuring renowned author Tim Wise held August 20, both in the HGA Main Auditorium. Dr. Warmack noted that meaningful relationships are already being built, and that on the evening of August 26, HSSU would host a Town Hall Summit with *Radio One* and *TV One* targeted at 16 – 25 year olds. He then reported that on August 25, he had a most rewarding experience leading 50 HSSU African-American male scholars to Griffith Elementary School (located in Ferguson) to welcome back students and parents, followed by a visit to “ground zero” in Ferguson. Dr. Warmack stated that for him personally, it is important for African-American males to be seen as leaders and scholars. He noted that HSSU SGA President Adrian Kelly has a strong message about this that was highlighted on *CNN*. Dr. Warmack then shared that he received a call from the White House regarding the African-American Male Initiative that will be hosted by Harris-Stowe State University.

Dr. Warmack then shared that he was appalled and extremely embarrassed when the 50 students made the commitment to go to the elementary school and ground zero, and the bus and transportation vans broke down in front of everyone who were applauding their efforts. He stated that this sends a strong but negative message to the students and that it is most important that they are shown something different. He added that Harris-Stowe cannot be in the forefront while operating like a “mom and pop shop.”

Regent Norwood suggested reaching out to the business community to raise dollars for new busses.

Chairwoman Cook stated while this is possible, it will take planning internally. She added that it is because of Dr. Warmack’s “hands on” approach that all of these things related to students’ self-esteem and self-worth are being revealed. She thanked Dr. Warmack for his transparency.

Dr. Warmack shared that he has spoken with Barbara Morrow, HSSU purchasing director regarding some cost effective options.

- B. REPORT ON ATTENDANCE AT THE AMERICAN ASSOCIATION FOR COLLEGES AND UNIVERSITIES (AACU) NEW PRESIDENT’S ACADEMY:** President Warmack thanked Regent Dickson for recommending that he attend the American Association for Colleges and Universities (AACU) New President’s Academy held July 28, 2014 – August 1, 2014 in LaJolla, California. He stated that there was representation from college/university presidents and legal institutions, of which he was only one of two HBCU presidents. He further stated that the Academy served as an opportunity for him to connect with those colleagues to see how they operate.

Dr. Warmack added that his workshop facilitator was Dr. Ken Dobbins, President of Southeast Missouri State

University, who now serves as his presidential mentor as a result of the Academy.

C. HARRIS-STOWE SERVES AS AN “INTELLECTUAL THINK TANK” AND HOSTS THREE MAJOR COMMUNITY EVENTS:

Dr. Warmack reported on the three major events during his prior report.

D. ST. LOUIS AMERICAN “SALUTE TO EXCELLENCE IN EDUCATION,” SEPTEMBER 12, 2014: Dr. Warmack shared that HSSU purchased an ad and a table for the annual *St. Louis American* “Salute to Excellence in Education” gala to be held on September 12. He asked Board members to contact his office if interested in attending.

Regent Chadwick complimented and thank President Warmack for his meeting summary, and stated that it is impressive to have this transparency and to know how incredibly active he has been. She stated that the Board is very proud of what’s been accomplished in the short time Dr. Warmack has been at the helm, and how he has availed himself to assist and be engaged in the crisis currently facing the Ferguson/St. Louis Community.

Regent Dickson stated that Dr. Dobbins shared how very proud he was of how well Dr. Warmack did at the Academy and that he looks forward to mentoring him.

Regent Norwood echoed the comments of the other regents and stated that it is great to have a leader at HSSU who can come up with solutions during these tough times in St. Louis, and that he is looking forward to his vision for the future.

Chairwoman Cook also agreed, and stated that Dr. Warmack is very transparent as they have spoken frequently. She then mentioned recent *CNN* coverage and how the commentator spoke of the HSSU community effort and the 50 male students who were on site to welcome students back to school. She gave kudos to Dr. Warmack as Harris-Stowe’s new leader and for his many initiatives in such a short period.

Dr. Warmack thanked the Board and stated that he must direct the kudos to the Harris-Stowe team as he calls on them regularly. He shared the example of Brenda Talbot, coordinator of University Relations, who was placed into a “sink or swim” position. He further shared that after reviewing her credentials, he asked that she assist with all of the recent media attention. Dr. Warmack then shared that Brenda responded and assisted closely while creating a marketing strategy with radio and television corporate offices. He added that Bob Morrison has done an outstanding job of journaling the many recent events by taking very good photos. He then added that in response to the 50 male scholars who welcomed back the Griffith Elementary students, the Director of Educational Programs in Ferguson Florissant School District has asked for a team of Harris-Stowe male students to visit all nine schools, and that he is taking it into consideration. Dr. Warmack then noted that Harris-Stowe is committed to being an intellectual think tank for the region, and that academic excellence will be at the core of all that Harris-Stowe does. He further noted that it is important to have best practices in order to compete with the best, and reminded Board members of his note to them regarding reinstatement of department Chairs.

Regent Norwood suggested reaching out to the media to gather the many recent clips for future use.

Regent Chadwick shared that she looked at the Transitional Team Report and that this issue can be important for recruitment efforts as these are all good strategies.

Vice Chair Dickson stated that this is what builds a community, a true identity, a true brand, and a true culture.

Dr. Warmack then reported that Reynolda Brown has been hired as Harris-Stowe’s Director of Admissions. He stated that Mr. Brown comes to HSSU from Bethune Cookman and Michigan State and is credited for an enrollment hemorrhage stop at both institutions.

B. BUSINESS AND FINANCIAL AFFAIRS.....Mrs. Gully and Mr. Huggins

Mrs. Gully reported that the July 2014 financial report was reviewed with the Board Finance Committee on August 22, 2014. She asked Mr. Huggins to make the report.

1. **JULY 2014 FINANCIAL REPORT**

Mr. Huggins reported that the Board Finance Committee met on August 22 and that the general operating fund revenues for period ending July 2014 were at 19%, and expenditures at 13%; Gillespie Residence Hall housing rental revenues were at 22% with expenditures at 13%; Bosley Hall housing rental revenues were at 71% with expenditures at 15%; Clay Center revenues were at 8% with expenditures at 8%.

AUGUST 2014 PERSONNEL REPORTS: Mr. Huggins reported that the monthly personnel reports for August 2014 could be found under Tab 4 and included new employees, promotions and conclusions.

A motion was made by Regent Norwood, seconded by Regent Chadwick, and unanimously carried for the approval of the July 2014 Financial Report and to accept the August 2014 Personnel Report.

3. **VICE PRESIDENT FOR ACADEMIC AFFAIRS.....Dr. Dwyane Smith**

A. **Report on Fall 2014 Faculty/Professional Staff Institute:** Dr. Smith reported that the 2014 Fall Institute: “Inspiring Change” was held during August 20-22, 2014. He further reported that various sessions and workshops were held which focused on institutional growth and the professional development of participants. He added that the Faculty Senate convened during the sessions and highlights included President Warmack’s University Address and the Keynote Address by Dr. David Russell, Commissioner of the Department of Higher Education for Missouri (MDHE). Dr. Smith further added that Institute concluded with the annual Rite of Passage Ceremony Program for first-year students, and that this program welcomes the first year class as scholars and introduces them to the traditions, culture and expectations of Harris-Stowe State University.

B. **Report on New Degree Programs:** Dr. Smith reported on new degree programs at Harris-Stowe. He explained that each degree is based on current faculty capacity and market demand and would include the following: Finance, Communications, Urban Ecology, Political Science/Pre-Law, Online Healthcare Management, Online Criminal Justice, Graduate Degree in Education, and Graduate Degree in Business Administration. He further explained that each degree will have an external review team to ensure a strong degree program and successful approval by the Coordinating Board of Higher Education (CBHE). He then shared the timeline for developing the new programs. Dr. Smith then stated that Harris-Stowe will need approval to change its designation as an undergraduate institution to a master degree granting institution, and that CBHE and the Higher Learning Commission will need to approve the change in designation. He noted that the goal is to have the approvals by the 2015-2016 academic year.

C. **Update on Site Visit from Higher Learning Commission for Approval to Offer Online Degrees:** Dr. Smith gave an update on the upcoming site visit from the Higher Learning Commission for approval to offer online degrees. He reported that Academic Affairs has submitted an application to offer online degrees in Criminal Justice, Healthcare Administration, and the general education core, and that HLC has set a date for an on campus visit for October 6-7, 2014. He noted that once Harris-Stowe is approved to offer degrees online the institution can offer other programs online.

Regent Chadwick noted that the Transition Report spoke to the possibility of an African-American Studies Program.

Dr. Smith stated that program will be considered in the future.

Dr. Warmack stated that it is important to look at marketability and that after speaking with Joe Reagan and Kathy Osborne regarding the needs of the community, he is now looking closely at the Healthcare Management piece and military veterans. He shared that he has also had numerous conversations with Dean

Zakery and the faculty of the Anheuser-Busch School of Business. He added that he recently attended a very impressive meeting with HSSU’s Healthcare Management (HCM) Advisory Board, and that they are considering a full online HCM program along with discussions regarding a master’s program.

Regent Chadwick stated that looking at a graduate degree in Education puts an emphasis on the need to find a full-time Dean of the College of Education.

4. VICE PRESIDENT OF STUDENT AFFAIRS & ENROLLMENT MANAGEMENT.....Mr. Baker for Ms. Boone

Mr. Baker reminded that Ms. Boone is out on medical leave until September and that as Assistant Dean for Student Affairs, he would provide the report for Student Affairs and Enrollment Management. His report was as follows:

Enrollment Management - enrollment numbers as of August 25th included first-time freshmen were at 286, an increase from last year of 195; returning enrollment were at 756, a decrease from last year of 816; and total enrollment of 1298, a decrease from last year of 1396. He added that as of August 25th, 93 students have enrolled from the fall 2013 freshmen cohort which represents a 48% retention rate, and the highest in the past four years. He further added that the last day of late registration is Friday, August 29, and anticipated that these numbers would be even higher.

Residential Life – enrollment numbers as of August 25th for Gillespie Hall were at 124 and Bosley Hall at 123 with a total residential hall(s) enrollment of 247.

Student Affairs - an outstanding “welcome week” was held for new and returning students with the theme, “*A New Year, A New President, A New Beginning: Welcome to HSSU!*” Mr. Baker stated that the theme appropriately expressed the time and energy that went into each of the events being held. He noted that a copy of the full 2014 Welcome Week Schedule could be found under Tab 6 in the August Board Booklet.

Athletics – (1) physicals have been completed for fall sports team members by Dr. Scott Kaar of SLUCare, the sports medicine physician for the HSSU athletics program; (2) fall sport teams have begun pre-season practices, and Harris-Stowe is on task with NAIA responsibilities in the absence of an athletic director; (3) the Annual Men’s Soccer Alumni game was held Sunday, August 24th and included alums from Harris Teachers College, Harris-Stowe College, Harris-Stowe State College and Harris-Stowe State University. He added that this is a fundraising event for the Alumni Association, and each alum receives a commemorative t-shirt; (3) both the baseball team and women’s basketball team are working events at the DOME to raise funds to supplement their budgets; and (4) Carl Hutter, Jr., former Harris – Stowe soccer player and coach, will be inducted into the St Louis Soccer Hall of Fame on October 18, 2014.

Student Update (Mr. Adrian Kelly, SGA President): Mr. Kelly was unable to attend.

President Warmack recognized Shawn Baker for “stepping up” during this time. He shared that Mr. Baker is often found working in the residence hall as late as 11:30 p.m., at which time he insists Mr. Baker goes home. Dr. Warmack gave kudos to Mr. Baker’s abilities and strong commitment to Harris-Stowe State University.

5. VICE PRESIDENT OF STRATEGIC PLANNING AND IT SERVICES.....Mr. Fogt

UPDATE ON MISSOURI COMPLETION ACADEMY (MCA): Mr. Fogt gave an update on the Missouri Completion Academy and strategic planning initiatives. He reminded that the MCA is part of a larger national effort to increase degree attainment and reduce college costs for students and their families and that it focuses on strategies that improve retention and accelerate remedial students to college-level competencies (specifically in reading and math). He stated that Harris-Stowe will return to the MCA in September and meet with other institutions to talk about models that have been developed in the state. He reported that Harris-Stowe’s model includes: (1) co-requisite coursework for students that are classified as remedial—taking a remedial course and a college-level course in the same semester rather than sequential semesters; (2) implementing block scheduling for qualifying freshmen - a pre-determined 15-16 hour course sequence; (3) encouraging a 15-to-Finish approach among all students - a by-product of block scheduling designed to facilitate on-time degree attainment; and (4) engaging in intrusive advising - building the relationship and addressing student issues before they become irreversible. Mr. Fogt then explained the strategic value of the model and stated that while HSSU is not the only institution utilizing the MCA, other schools are also implementing these new practices with strategic value propositions similar to that of Harris-Stowe’s. He added that in order to be competitive, Harris-Stowe’s value propositions must exceed what other schools are offering. Mr. Fogt further stated that beyond the MCA, higher education is ever transforming, and in addition to options for accelerated programs and online degrees, Harris-Stowe is researching schools that are experimenting with new learning

approaches including but not limited to competency-based learning, flipped classrooms, project based learning and many others. He noted that it must all be a part of authentic learning that produces work-ready graduates.

Regent Dickson asked if flipped classrooms are in discussion at Harris-Stowe.

Mr. Fogt stated that the idea was presented at the Faculty Institute.

Regent Dickson asked for additional updates on this possibility in the future.

Regent Norwood asked about the term “intrusive advising” and whether or not a more proactive and positive term could be uses.

Mr. Fogt explained that “intrusive advising” is a catch phrase term used by Complete College America.

Dr. Warmack stated that the language comes from pedagogy models and can be changed. He noted that the catch terms are good but it’s more about engaging faculty and chairs with competencies and retention models.

Chairman Cook noted that academic agencies frequently use jargon that is familiar to them, and that Harris-Stowe should remain consistent with professional jargon as interpreted by its agencies.

Regent Norwood agreed and stated that Harris-Stowe could possibly suggest a more positive jargon.

5. **COORDINATOR FOR UNIVERSITY RELATIONS.....Ms. Brenda Talbot**

BRIEF REPORT ON MEDIA COVERAGE REGARDING HSSU AND NEW PRESIDENT, DR. DWAUN J. WARMACK: Ms. Talbot reported that she drafted a news release regarding the recent \$1.7 million NSF grant. She stated that priority has also be given to an increased social media presence by Harris-Stowe, including an initiative where a hash tag was created to incorporate social media into the University’s events platform. She shared the video capturing President Warmack’s “Ice Bucket Challenge”; and shared that she has been working closely with local and national media during their outreach to Dr. Warmack and Harris-Stowe amidst the tragedy Ferguson.

Dr. Warmack shared that as a result of Harris-Stowe’s involvement toward finding solutions, radio personality Tom Joyner was to start a Mike Brown Scholarship at Harris-Stowe State University. He added that he also met recently with television personality Nick Cannon and motivational speaker, Kevin Powell who both want to be part of Harris-Stowe’s African-American Male Initiative.

Chairwoman Cook stated that these sound like great opportunities for Harris-Stowe State University and that further Board conversation should be held regarding the proposed scholarship by Tom Joyner.

6. **ADJOURNMENT: Vice Chairman Dickson asked Mrs. Sutherland to again conduct roll call. A motion was made by Regent Chadwick, seconded by Regent Norwood, and unanimously approved to adjourn the August 26, 2014 regular session at 10:05 a.m.**

Respectfully submitted,

Approved by:

Lea Sutherland
Executive Assistant to the President
and Secretary to the Board of Regents

Thelma V. Cook
Chairwoman, HSSU Board of Regents