

**MINUTES OF THE MEETING OF THE
COUNCIL OF TRUSTEES OF INDIANA
UNIVERSITY OF PENNSYLVANIA, HELD
AT THE KOVALCHICK CONVENTION AND
ATHLETIC COMPLEX ON THURSDAY,
MARCH 17, 2016, AT 5:00 P.M., PURSUANT
TO NOTICE GIVEN**

Susan S. Delaney, chair of the Council of Trustees, called the meeting to order.

The following council members were present:

Mrs. Susan S. Delaney, Chair
Mr. Jonathan B. Mack, Vice Chair
Mr. James C. Miller, Treasurer
Dr. Mary Esther Van Shura, Secretary
Ms. Erika Fenstermacher

Mrs. Joyce R. Fairman
Mr. David Osikowicz
Mr. Samuel H. Smith
Mr. Gealy W. Wallwork

The following university administrators were present:

Dr. Michael A. Driscoll, President
Dr. Timothy S. Moerland, Provost and Vice President for Academic Affairs
Dr. Cornelius Wooten, Vice President for Administration and Finance
Dr. Rhonda H. Luckey, Vice President for Student Affairs
Mr. James Begany, Vice President for Enrollment Management and Communications
Mr. Bill Speidel, Vice President for University Advancement
Mrs. Robin A. Gorman, Executive Assistant to the President for Government and Community Relations
Ms. Barbara J. Moore, Director of Institutional Research, Planning, and Assessment
Dr. Pablo B. Mendoza, Assistant to the President for Social Equity

IUP COUNCIL OF TRUSTEES EXECUTIVE SESSIONS

The IUP Council of Trustees met in executive sessions on March 11, 2016, and March 16, 2016, to discuss personnel issues and litigation and met in executive session today to discuss personnel issues, litigation, academic issues, and other privileged and confidential matters.

READING AND CONSIDERATION OF THE MINUTES

The following motion was approved:

**THAT THE MINUTES OF THE MEETING OF THE COUNCIL OF TRUSTEES HELD
DECEMBER 3, 2015, BE APPROVED.**

REPORT OF THE PRESIDENT

President Michael Driscoll began by noting that a few days after the December Council of Trustees meeting, he was alerted about a disturbing incident. A racially fueled social media post was wreaking havoc on campus, and while such disturbances are never pleasant—especially during finals week—it was, to the president, the last straw in an environment that can thrive only with a culture of mutual respect. He stated that racism and the resulting tension are nothing new on the nation’s campuses, but that doesn’t make such behavior acceptable, and it certainly is not what the

IUP community wants the university to represent.

As a result, the president and his colleagues set in motion a number of initiatives that will move IUP closer to the vision of a diverse and welcoming community. First, to prove to alumni and to anyone who cares about IUP that the university is serious about combating this issue, these concerns are laid out in the next edition of *IUP Magazine*. Alumni should have an honest account of what occurred in December, as well as the years leading up to this point, and what IUP is doing about it. The aim is to retain their trust, their good counsel, and their support in IUP's promise to provide the best education to all students.

Dr. Driscoll noted that a committee has been appointed to review current policies and compare them with those at other universities to ensure that IUP is employing best practices in what it is doing. The university is piloting two college-level efforts, a multicultural organizational checklist and tools to reduce bias in faculty searches. The president stated that these things come on the heels of all of the quantitative and qualitative research that has occurred in connection with the climate study conducted over the last year.

The president mentioned other initiatives as follows:

- The Racial Justice Coalition for Change, a grassroots faculty effort, has formed and is planning teach-ins and has regularly staged peaceful demonstrations since the beginning of the spring semester.
- The new student onboarding platform will emphasize inclusion and diversity. At the same time, the Office of Human Resources is adding similar information to IUP's employee onboarding platform and is exploring ways to reach current employees.
- On April 26, a diversity and inclusion summit will be held, and all faculty and staff members, students, and the greater community are encouraged to attend. The keynote speaker is Peggy McIntosh, author of the essay "White Privilege: Unpacking the Invisible Knapsack."
- The summit will serve as a capstone to all the events that have taken place over this semester. More than 37 lecture and learning opportunities have been held through venues like the Six O'clock Series. At least another 27 have been planned through the end of March.
- This topic was covered extensively during a mid-semester update that the president provided to faculty and staff members and students before spring break.

Dr. Driscoll said this situation does share some qualities that led to the forming of I-ACT, the Indiana Area Collaborative Team. The subject matter in the formation of I-ACT was very different, but if the university is to exterminate this problem, a great deal of introspective examination will be required, as well as collaboration among many sectors to get to the best results. He is pleased with I-ACT's results, achieved through a collaboration between the university and the greater community, and some of the same principles apply in this situation.

The president stated that putting an end to racism, creating an inclusive environment, and ensuring that students learn in a diverse environment that reflects today's world require that same level of collaboration and the same need for the right policies.

Dr. Driscoll noted that, at the mid-semester update, he also covered the budget and told the university community there is good news and bad news.

After a review of the budget this spring, he announced that this year's budget will be balanced. The projections in the fall suggested that IUP would have a shortfall and would have to use \$7.8 million in reserves. However, IUP was awarded a total of \$5.4 million in performance funding, \$1 million more than expected and the most of any State System university.

The president thanked the Administration and Finance team, which found ways to reduce costs. Also, tuition revenue was higher than expected. For those reasons, IUP will finish the year in a much better position than originally thought. He emphasized that it is the valiant teamwork of many that ensures the university does the best things for students and meets performance standards—standards that not only make IUP a better university, but also result in a financial reward that enables the university to continue to move forward.

Unfortunately, this year's appropriation was flat, Dr. Driscoll noted. In fact, at the appropriations hearing he attended two weeks ago, he pointed out to the legislators in attendance that the last time the university saw an allocation of this amount was 23 years ago. While this is unfortunate, he is hopeful that the promises made for additional appropriation before the budget stalemate in Harrisburg will eventually come to fruition. With the flat appropriation, the lessened shortfall, and an anticipated enrollment dip that reflects the graduation of students enrolled in IUP during a period of record-breaking enrollment, a shortfall next year of more than \$11.5 million is projected.

The president stated that revenue is something that must be improved. To that end, a number of measures will be taken to attract and engage new students and keep them at IUP until they complete their degrees. There will be increasing efforts to reach out to prospective students through marketing, social media, and the onboarding system described earlier.

The university must be responsive to future students' needs as they make their way through the admissions process, from initial inquiry to confirming their attendance by paying a deposit. A cross-divisional team has been formed to proactively monitor the processes used to manage enrollment and to identify inefficiencies and make recommendations to correct them.

In conclusion, Dr. Driscoll noted that the Middle States evaluation team will visit campus over several days in April, and he looks forward to a positive outcome.

The following motion was approved:

THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.

PUBLIC COMMENT

There was no public comment.

NEW BUSINESS

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

Gealy Wallwork, chair of the Administration and Finance Committee, presented the following report:

The Administration and Finance Committee reviewed and discussed the items appearing on pages 125-134 in the Docket Report and Exhibits 1 through 7, which depict the highlights of the Administration and Finance Division.

December 3, 2015, Committee Minutes

The committee reviewed the December 3, 2015, minutes of the Administration and Finance Committee meeting. The minutes were approved as distributed.

Capital Spending Plan

The committee reviewed the proposed five-year capital spending plan as distributed.

The following motion was approved:

**THAT THE FIVE-YEAR CAPITAL SPENDING PLAN DISTRIBUTED
BE APPROVED FOR SUBMISSION TO PENNSYLVANIA'S STATE SYSTEM
OF HIGHER EDUCATION ON OR BEFORE APRIL 1, 2016.**

Naming of Annual Facilities Inspection Committee and Selection of Meeting Date for Inspection

The Administration and Finance Committee agreed that all committee members should participate in the annual facilities inspection if their respective schedules permit. After discussion, the committee selected Thursday, April 21, 2016, as the date for the inspection to occur. The Office of the Associate Vice President for Facilities Management will coordinate the inspection plans. The committee will report its findings at the May 2016 Council of Trustees meeting.

2016-17 Fee Increases

The student fee proposals for academic year 2016-17, as depicted in Exhibit 6 of the Docket Report, were reviewed by members of the Council of Trustees. These proposed fees were provided to the trustees at the December 3, 2015, Council of Trustees meeting for review.

The following motion was approved:

**THAT THE FEE INCREASES FOR 2016-17, AS SHOWN IN EXHIBIT 6 OF THE DOCKET
REPORT, BE APPROVED.**

Procurements and Services, Purchasing Card Expenditures

As required by Act 13 and Act 188, the committee reviewed the procurements and services since the last meeting as depicted in Exhibit 7 of the Docket Report.

The following motion was approved:

THAT, AS REQUIRED BY ACT 13 AND ACT 188, PROCUREMENTS AND SERVICES NEGOTIATED OR AWARDED BY THE PRESIDENT FROM OCTOBER 1, 2015, THROUGH DECEMBER 31, 2015, TOTALING \$4,410,648.65, INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 7 OF THE DOCKET REPORT, BE APPROVED.

FY2015-16 Educational and General Budget and REVISED FY2015-16 Commonwealth-Appropriated Line Items

Cornelius Wooten, vice president for Administration and Finance, reported that on December 29, 2015, Governor Tom Wolf's commonwealth budget was enacted for FY2015-16. The governor's budget represented level funding of \$412.8 million for the State System, as depicted in Exhibit 5 of the Docket Report.

Budget Status Report

Dr. Wooten provided a status report regarding the Educational and General Budget for the period of July 1, 2015, through February 29, 2016.

Mid-Year Budget Report

Dr. Wooten submitted the *Mid-Year Budget Report for Fiscal Year 2015-16* for review by the committee. This document contains detailed information related to budget and institutional data.

Emergency Operations Plan Update

On October 30, 2015, IUP received approval from the Federal Emergency Management Agency for the Hazard Mitigation Plan. On January 13, 2016, members of the president's cabinet, along with selected staff members from across campus, participated in the Hazard Mitigation Implementation Workshop and Response tabletop exercise scenario, facilitated by the Baker team. The IUP tabletop exercise was the final contractual obligation of the Baker team related to the development of the Hazard Mitigation Plan.

The IUP Emergency Operations Plan revision continues with assistance from the Pennsylvania Emergency Management Agency. The Urban Search and Rescue team from Region 13 conducted breaching, shoring, and rescue training in McCarthy Hall on January 9, 2016. The Pennsylvania State Police bomb squad and local fire departments will conduct training in Keith Hall during the week of spring break. Personnel from the IUP Department of Public Safety and University Police will train with both groups. Quarterly PEMA training took place at the Kovalchick Convention and Athletic Complex on February 24 and 25 with IUP Emergency Management staff participation.

Kovalchick Convention and Athletic Complex Financial Update as of January 31, 2016

Dr. Wooten provided an overview of the Kovalchick Convention and Athletic Complex Project Budget Summary as of January 31, 2016.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Jonathan Mack, chair of the Academic Affairs Committee, presented the following report:

Approval of Honorary Degree

The Academic Affairs Committee recommended the approval of an honorary doctor of laws degree to be presented to Secretary John Wetzel.

The following motion was approved:

THAT THE AWARDING OF AN HONORARY DOCTOR OF LAWS DEGREE TO SECRETARY JOHN WETZEL AT THE COMMENCEMENT CEREMONY ON MAY 7, 2016, BE APPROVED. THE AWARDING OF THIS DEGREE WILL BE CONTINGENT UPON ENDORSEMENT OF THE UNIVERSITY ACADEMIC SENATE COMMITTEE AND APPROVAL AT THE MARCH 29, 2016, MEETING OF THE UNIVERSITY SENATE.

Approval of Senate Actions

The Academic Affairs Committee recommends that the following University Senate actions, which have the endorsement of the president and the provost, be approved:

- Program revisions approved at the December 1, 2015, meeting of the University Senate. These revisions are
 - Gerontology Certificate program
 - Master of Science in Sport Science/Sport Studies Track; the Master of Science in Sport Science/Sport Management Track; and the Master of Science in Sport Science/Exercise Science Track
 - Master of Education in Literacy and/or Reading Specialist Certification
- Program revisions approved at the February 2, 2016, meeting of the University Senate. These revisions are the Bachelor of Science in Biology/Pre-medical Track; the Bachelor of Science in Biology/Pre-veterinary Track; and the Bachelor of Science in Biology/Environmental Health Track.
- A new track, the Master of Science in Applied Mathematics/Community College Track, approved at the February 2, 2016, meeting of the University Senate.

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTIONS WHICH WERE APPROVED AT THE DECEMBER 1, 2015, AND THE FEBRUARY 2, 2016, MEETINGS OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Provost Report and IT Security Update

Laura Delbrugge updated the trustees on the upcoming Middle States site visit. Dr. Delbrugge outlined some of the schedule of events that specifically pertained to trustees and provided the trustees with the handout outlining the key recommendations, along with the four strategic plan goals. Dr. Moerland provided an overview of the ongoing curricular actions and proposed new programs sent for consideration to the State System. Provost Moerland also shared an innovative recruitment campaign designed by students for the Cook Honors Colleges and the response from prospective students to the "mystery letter" campaign.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Erika Fenstermacher, chair of the Student Affairs Committee, presented the following report:

The Student Affairs Committee met briefly today. Robin Gorman, executive assistant to the president for Government and Community Relations, and Rhonda Luckey, vice president for Student Affairs, discussed the work of I-ACT, the Indiana Area Collaborative Team, in preparation for unplanned celebratory events associated with St. Patrick’s Day. The work of I-ACT has contributed significantly to strengthening the relationship between the university and the community. The group’s success is a result of the commitment and leadership of the president and the Council of Trustees, three years ago, to study and address directly the impact of unplanned celebratory events on the university and community. I-ACT contributes meaningfully to the fourth goal of the strategic plan: to strengthen IUP’s value to local, state, and global partners.

Dr. Luckey provided the committee with an overview of university-sponsored Spring Fever events planned for March 14-20, 2016. Spring Fever events provide educational programs, student volunteer opportunities in the community, and social events designed to foster and cultivate community among students. The on-campus activities are designed and implemented by a comprehensive team of student leaders, student organizations, and university personnel. These initiatives further advance the second goal of the strategic plan by preparing all of IUP’s students for success in work and life, in addition to academic success.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

James Miller, chair of the University Advancement Committee, presented the following report:

Bill Speidel, vice president for University Advancement, reported on highlights of the division. These included an update on recent Alumni Relations events in Florida, Washington, DC, and Philadelphia. The IUP Alumni Association Board of Directors will meet on campus April 14-16 to review the new strategic plan. On April 16, at the annual Distinguished Alumni Awards Gala, the alumni association and the university community will honor six alumni for their outstanding career achievement.

He also provided a divisional staffing update.

Mr. Speidel discussed the comprehensive campaign and a draft dashboard report. He also shared a case study on an IUP graduate who reconnected with IUP through a 50-year reunion and made a significant gift two years later.

REPORT OF THE ENROLLMENT MANAGEMENT AND COMMUNICATIONS COMMITTEE

Mary Esther Van Shura, chair of the Enrollment Management and Communications Committee, presented the following report:

Approval of Annual Allocation to Fund the IUP Scholarship Program

The following motion was approved:

THAT AN ANNUAL ALLOCATION IN AN AMOUNT NOT EXCEED \$2 MILLION TO FUND THE IUP SCHOLARSHIP PROGRAM BE APPROVED.

Discussion

James Begany, vice president for Enrollment Management and Communications, shared highlights summarizing the division's activities, programs, and accomplishments. In addition, he presented information on the progress toward enrollment goals for fall 2016, as well as the potential targeting of new institutional grant initiatives and yield activities for meeting those goals.

He presented an update on the university-wide plan focusing on future enrollment and retention, referred to as the Strategic University Comprehensive Combined Enrollment and Student Success (SUCCESS) plan. This effort is intended to complement the university's strategic plan and is cochaired by Mr. Begany and Yaw Asamoah, dean of the College of Humanities and Social Sciences.

The work of this committee and its subcommittees will be ongoing, and it is expected to produce a complete plan by January 2017. Components of this plan will include, but are not limited to, an extensive environmental scan; analysis of the university's strengths, weaknesses, opportunities, and threats (SWOT); alignment of the university's mission, vision, and strategic plan; building of the recruitment and retention plans; the creation of enrollment projections and goals; and a comprehensive marketing and communication plan.

OTHER BUSINESS

APPROVAL OF PRESIDENT MICHAEL A. DRISCOLL'S ANNUAL REVIEW REPORT

The following motion was approved:

THAT THE ANNUAL REVIEW REPORT FOR PRESIDENT MICHAEL A. DRISCOLL BE APPROVED.

APPOINTMENT OF 2016-17 NOMINATING COMMITTEE

The following motion was approved:

THAT THE FOLLOWING IUP COUNCIL OF TRUSTEES MEMBERS WILL SERVE ON THE NOMINATING COMMITTEE FOR THE NEXT TERM OF OFFICERS TO BE ELECTED AT THE MAY 5, 2016, COUNCIL OF TRUSTEES PUBLIC MEETING:

**MR. JAMES C. MILLER, CHAIR
MR. GLENN M. CANNON
MR. MARK A. HOLMAN**

MEETING DATES

The following motion was approved:

THAT THE CALENDAR OF MEETINGS FOR 2016-17 BE APPROVED:

**SEPTEMBER 15, 2016
DECEMBER 15, 2016
MARCH 23, 2017
MAY 11, 2017**

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved:

**THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD
MAY 5, 2016.**

ADJOURNMENT

THE MEETING WAS ADJOURNED AT 5:45 P.M.

Dr. Mary Esther Van Shura
Secretary, IUP Council of Trustees