

**MINUTES OF THE MEETING OF THE
COUNCIL OF TRUSTEES OF INDIANA
UNIVERSITY OF PENNSYLVANIA, HELD
AT THE IUP NORTHPOINTE CAMPUS ON
THURSDAY, MARCH 19, 2015, 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
Mr. Glenn M. Cannon
Mr. Aaron R. Douthit

Mrs. Joyce R. Fairman
Mr. Mark A. Holman
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 SESSION

The IUP Council of Trustees met in executive sessions today and on January 13, 2015, to discuss personnel issues, collective bargaining/labor relations matters, acquisition of real estate, litigation, and other privileged and confidential matters.

READING AND CONSIDERATION OF THE MINUTES

The following motion was approved:

**THAT THE MINUTES OF THE MEETINGS OF THE COUNCIL OF TRUSTEES HELD ON
DECEMBER 4, 2014, AND JANUARY 15, 2015, BE APPROVED.**

REPORT OF THE PRESIDENT

The president began his report by expressing his appreciation to Richard Muth and his staff for accommodating the trustees' meetings today. He said it was great to be on the Northpointe campus and to share with others this gem.

Dr. Driscoll noted that, in his previous position, he was responsible for a large, urban campus and five smaller campuses across south central Alaska—an area larger than the state of Michigan. He saw how important local access to high-quality education can be to students who are committed to their home areas—people who are dedicated to their families, their communities, and their careers

and choose not to leave. He also knows that a local presence can provide access to faculty expertise and talent and can serve as a stepping stone for students of all ages to achieve their life goals. That is what makes IUP's presence in Armstrong County so special. IUP at Northpointe has always served as a transition campus and, in recent years, has offered full degree programs. Because the campus is part of IUP, a comprehensive doctoral research university, it serves as a local gateway or portal to all the resources a center of learning and discovery offers—with a hometown feel. The trustees' meeting here today helps to illustrate IUP's commitment to serving the residents of Armstrong County.

Dr. Driscoll requested that the trustees approve three new programs that will contribute to the nation's quest to achieve and appropriately manage energy independence. They are tracks in energy management, energy accounting and finance, and professional land and resource management. During the Academic Affairs Committee report, the details of the streamlined curricular approval process that will aid in developing new and exciting programs will be outlined. The president added that those new and exciting programs are part of IUP's new strategic plan.

Thanks to Provost Tim Moerland's guidance, the new strategic plan has received wide review from all corners of the university community. Dr. Moerland and his team are in the midst of finalizing it and plan to bring it forward for the trustees' approval at the May meeting.

Dr. Driscoll noted that, for many years, the university has had an articulation agreement with Westmoreland County Community College, as well as many other community colleges. However, a new reverse articulation agreement will be signed between the two. Students who have previously attended Westmoreland County Community College before earning an associate degree and then transferred to IUP may now transfer their IUP credits *back* to WCCC to earn that associate degree. An associate degree might be an important credential as students look for work during their student years or even after they earn their IUP degree. Discussions are now in progress with Harrisburg Area Community College and the Community College of Beaver County for similar agreements. University officials hope that a secondary outcome will be that students enrolled in community colleges will begin to think about transferring to IUP sooner than they might have otherwise.

The president announced that, in response to recommendations that have come to light through the review process associated with the Middle States accreditation, IUP must expand the range of students it serves. IUP also must increase revenue, and as a result, university leadership has started to rearrange the organizational chart. Criminology professor Randy Martin has been named dean of the School of Graduate Studies and Research and has been charged with accelerating program development to further secure graduate enrollment. The graduate admissions operations have moved from the School of Graduate Studies and Research to the Division of Enrollment Management and Communications, and what had been the Office of Continuing Education has been refocused, renamed Extended Studies, and moved into the Academic Affairs Division. Extended Studies will concentrate on connecting faculty expertise with private-sector training and related activities and will provide more central support to help faculty members navigate new and expanding requirements for internships and teaching students in other states.

The university is ramping up this aspect of noncredit studies for many of the same reasons it has implemented significant new programs to help students stay enrolled and succeed. The Military Resource Center, the Academic Success Center, and new pilots in technology-supported developmental mathematics and data-analytics-based early intervention are meant to raise the level of student success and, ultimately, label IUP as the go-to university to succeed—for anyone and any field he or she wishes to pursue. The same philosophy motivates this reorganization. Undergraduate and graduate admissions operations and personnel will benefit from a synergy created through shared services and expertise.

The president reported that, with Governor Wolf's proposed budget, scenarios are being reworked from previously anticipated possibilities while IUP awaits more information.

Business operations aside, Dr. Driscoll noted that the development of students as professionals, as good people, as problem solvers, and as leaders is what IUP does first and foremost. He updated the Council of Trustees on the following:

In January, a group of Eberly Business Honors program undergraduate students explored India on a 12-day excursion. The university has had an active MBA program in Bangalore, India, for several years, and the trip was coordinated through IUP's collaborative program there.

A number of Asian studies and religious studies majors presented their research at last month's Pittsburgh Asia Consortium conference, while several theater students earned awards at the Kennedy Center American College Theater Festival in January.

The American College Personnel Association chose an IUP graduate student in the Student Affairs in Higher Education program to serve as a national ambassador to its organization.

The IUP men's basketball team's recent win earned the team the NCAA Atlantic Region championship. The Hawks were not favored to win, but they took the title from West Liberty, the four-time champion, on West Liberty's court. On to the Sweet Sixteen in Evansville, Indiana!

The IUP women's basketball team was not far behind but lost in the first round of the regional tournament. The president commented that this is a special group of women, and the team's loss was a heartbreaker. The best thing about Division II athletic programs is that they focus on the whole student. Athletic success comes after academic success. A member of the women's team, Ashley Stoner, is IUP's nominee for the State System's Ali-Zaidi Award for Academic Excellence.

IUP is proud of its students on many fronts—in the classroom, in athletics and performing arts, in their roles as community volunteers, and in leadership positions in student organizations. Thanks to the great advice from many, including trustees, IUP is in a time of new collaboration and cooperation among law enforcement, government, landlords, students, and others as the university combats the challenges of unsafe behavior associated with unsanctioned and overzealous celebration. This is a societal problem and there are no guarantees, but the university is prepared for the upcoming IUPatty's weekend. Dr. Driscoll cited an article in Sunday's *Indiana Gazette* that noted many IUP students are not pleased with that kind of activity and plan to lead by example.

The president noted that next month, IUP will thank those who have created endowed scholarships at the second annual Celebration of Endowed Scholarships dinner. This is an important event because it gives those who privately invest in IUP the chance to meet the students who benefit. It also gives scholarship students a better understanding of where those philanthropic dollars come from.

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 125-132 in the Docket Report and Exhibits 1 through 6, which depict the highlights of the Administration and Finance Division.

December 4, 2014, Committee Minutes

The committee reviewed the December 4, 2014, 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 THE PENNSYLVANIA STATE SYSTEM
OF HIGHER EDUCATION ON OR BEFORE APRIL 1, 2015.**

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 the date of April 1 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 2015 Council of Trustees meeting.

Revised 2015-16 Fee Increases

The revised student fee proposals for academic year 2015-16, as depicted in Exhibit 5, were reviewed by members of the Council of Trustees. These proposed fees were provided to the trustees at the December 4, 2014, Council of Trustees meeting for review.

The following motion was approved:

**THAT THE FEE INCREASES FOR 2015-16, AS SHOWN IN EXHIBIT 5,
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 6 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, 2014, THROUGH DECEMBER 31, 2014, TOTALING \$3,252,739.33,**

INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 6 OF THE DOCKET REPORT, BE APPROVED.

Budget Status Report

Cornelius Wooten provided a status report regarding the Educational and General budget for the period of July 1, 2014, through February 28, 2015.

Mid-Year Budget Report

Dr. Wooten submitted the Mid-Year Budget Report for Fiscal Year 2014-15 for review by the committee. This document contains detailed information related to budget and institutional data.

Board of Governors Policy 1985-04-A: University External Financial Support for FY2013-14

Dr. Wooten provided the reports of financial support to and from IUP affiliates for the period ending June 30, 2014, in compliance with Board of Governors Policy 1985-04-A: University External Financial Support.

Cogeneration Plant Update

An update was presented on the Cogeneration Plant. Information presented included utility costs; revenue and cost avoidance; purchased electricity costs; and a history of IUP's electrical consumption process through the Cogeneration Plant.

Emergency Operations Plan Update

The Baker team has updated the Hazard Mitigation Plan. The plan was reviewed by the Hazard Mitigation Plan Steering Committee. On January 23, the Baker team presented the plan to members of the President's Cabinet and then the public. The Hazard Mitigation Plan has been submitted to the Pennsylvania Emergency Management Agency for its review. The updated Hazard Mitigation Plan can be found at www.iuphmp.com.

The Hazard Mitigation Plan Steering Committee chose the Cogeneration/Power Plant as the special project for consideration for the Hazard Mitigation Plan Project. The Baker team updated the safety procedures manual for the S. W. Jack Cogeneration Plant. The manual is currently being reviewed by members of the Hazard Mitigation Steering Committee.

Kovalchick Convention and Athletic Complex Financial Update as of January 31, 2015

Dr. Wooten provided an overview of the Kovalchick Convention and Athletic Complex Project Budget Summary as of January 31, 2015.

IUP Annual Security Report and Fire Safety Report—Crime and Fire Statistics Representing Calendar Years 2011, 2012, and 2013

Dr. Wooten provided and commented upon the IUP Annual Security Report and Fire Safety Report—Crime and Fire Statistics Representing Calendar Years 2011, 2012, and 2013.

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 recommends the approval of an honorary doctor of humane letters degree to be presented to Donald J. Mash.

The following motion was approved:

THAT THE AWARDING OF AN HONORARY DOCTOR OF HUMANE LETTERS DEGREE TO DONALD J. MASH AT THE COMMENCEMENT CEREMONY ON MAY 9, 2015, BE APPROVED. THE AWARDING OF THIS DEGREE HAS THE SUPPORT OF THE ACADEMIC AFFAIRS COMMITTEE OF THE UNIVERSITY SENATE AND THE APPROVAL 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 November 4, 2014, meeting of the University Senate. These revisions are as follows:
 - Minor in Management Information Systems
 - Minor in Economics
 - Minor in Applied Statistics
 - Master of Business Administration in Management (new concentration: Energy Management)
 - Master of Arts in Studio
- Program revisions approved at the December 2, 2014, meeting of the University Senate. These revisions are as follows:
 - Minor in Psychological Science
 - Minor in Anthropology
 - Minor in Religious Studies
 - Minor in Finance
 - Minor in English
 - Bachelor of Science—Geology/Energy, the Geology/Environmental Track, and the Geology/Geology Track
 - Bachelor of Science—Athletic Training
 - Bachelor of Science in Education—Early Childhood Education/Special Education
 - Bachelor of Science—Management (new tracks: Energy Management, Energy Accounting and Finance, and Professional Land and Resource Management)
 - Bachelor of Science—Regional Planning/Environmental Planner and Regional Planning/Land Use Planning and GIS
 - Master of Arts in History
- Program revisions approved at the February 3, 2015, meeting of the University Senate. These revisions are as follows:
 - Minor in Nutrition
 - Master of Science in Safety Sciences
- The Post-baccalaureate Certificate in Athletic Training from the Department of Kinesiology, Health, and Sport Science, approved at the November 4, 2014, meeting of the University Senate.

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTIONS WHICH WERE APPROVED AT THE NOVEMBER 4 AND DECEMBER 2, 2014, AND THE FEBRUARY 3, 2015, MEETINGS OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Provost's Report and IT Security Update

Provost Moerland updated the trustees on a variety of initiatives, including the Middle States reaffirmation efforts, the university strategic planning process, and programs geared toward student success. Dr. Moerland announced that Katherine Conway-Turner will be the site chair for the Middle States reaccreditation team and will be visiting campus on November 2 and 3, 2015, to assess IUP's readiness for a full team visit in the spring. The dates for the spring visit have been set for April 10-13, 2016.

Regarding the draft Strategic Plan, Dr. Moerland reviewed the process to date, including the open forums and online feedback functionality. The last date for online feedback is tomorrow, March 20, 2015, with plans to bring the final version to University Senate by the March 31 meeting. The plan would then come for ratification at the May meeting of the Council of Trustees.

Provost Moerland highlighted initiatives to improve student success and IUP's future. These include the creation of the new Office of Extended Studies to focus on adult and continuing education, distance learning, internships, and state authorizations; the new streamlined curricular process, which will improve curricular responsiveness to allow for program initiatives and innovations; and the technology initiatives related to student success including ASC@IUP and the use of artificial intelligence algorithms with developmental math students to build mastery of key concepts. Bill Balint, chief information officer, and Paul Grieggs, executive director of IUP's IT Security Office, highlighted past, current, and upcoming efforts to enhance the cybersecurity assets of the university community. The IT Security Office was opened in January 2015 as part of a directive from Dr. Driscoll and is the only one in the State System. This office is focused on a variety of initiatives, including data encryption, disaster recovery processing, expanding the security baseline including policies, automation of security monitoring, and continuing outstanding user education programs.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Aaron Douthit, chair of the Student Affairs Committee, presented the following report:

The Student Affairs Committee met today to receive the quarterly report of progress and accomplishments impacting the success of students in their cocurricular endeavors.

Mr. Stephen Roach, interim athletic director, provided an overview of Intercollegiate Athletics' winter and spring performances in the various sports.

Rhonda Luckey, vice president for Student Affairs, reported to the committee on several spring 2015 initiatives, including the Spring Fever events occurring this weekend, the March 27 workshop on student retention and success, and Selma@iup, planned for the end of the month.

Catherine Dugan, chairperson/director of the Advising and Testing Center, gave the committee an overview of IUP's Office of Disability Support Services. Dr. Dugan discussed the history of services and support to students with disabilities at IUP, the needs of students with disabilities, and future trends in the field of disability services.

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 and Washington, DC. The Alumni Association Board of Directors will meet on campus on Friday, April 17, to review the draft of its new strategic plan. On April 18, at the annual Distinguished Alumni Awards Gala, the IUP Alumni Association and the university community will honor seven alumni for their outstanding career achievement.

The Office of Annual Giving hosted its annual reception for members of the IUP Leadership Society in February, as well as the annual Philanthropy Day celebration, which invites all members of the university community to celebrate private giving. At the event, students and faculty members completed more than 500 postcards to thank donors. Annual Giving also arranged for automated thank-you phone calls to roughly 9,000 people.

The Office of Annual Giving also is in the midst of conducting the University Family Drive, which asks for the participation of faculty and staff members.

Mr. Speidel introduced the seven development officers, including the two new additions since December, Anthony Cancro and Chrystie Raymond. He then introduced Evan Bohnen, associate vice president for Development, who made a presentation on the Major Gifts program.

Since 2013, IUP has made an important investment in the full implementation of a college/constituent-based model of advancement by hiring full-time development officers for each of the university's six undergraduate colleges.

Implementation of the college/constituent-based model of advancement includes utilizing major gift fund-raising best practices to actively engage IUP's national alumni base in making philanthropic investments in IUP. Several major gift donor case studies highlighted the importance and distinction between transactional versus relationship-based major gift fund-raising.

Moving forward, the college/constituent-based model of advancement will demonstrate a significant return on investment for IUP.

REPORT OF THE ENROLLMENT MANAGEMENT AND COMMUNICATIONS COMMITTEE

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

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 for fall 2015, initiatives and yield activities for meeting enrollment goals, and demographic trend information for future planning.

Shawn Jones, assistant director of Admissions, gave a presentation on the Promising Scholars Program. The Promising Scholars Program is designed for academically talented students from the Philadelphia and Pittsburgh areas who have demonstrated academic excellence through high school grades, test scores, rank in class, and community involvement. Students are invited to attend an information session to interview for Board of Governors scholarships. Mr. Jones introduced two current IUP students, Jose Aponte and Christlynn Dornevil. They shared their experiences in working with Study Hall, mentoring, and volunteering—three retention components of the Promising Scholars Program.

Because of time limitations, Michelle Fryling and Michael Powers were unable to give a presentation on communications work outside of the Enrollment and Management Communications Division. Their presentation will be added to the agenda of a future meeting.

OTHER BUSINESS

APPOINTMENT OF 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 7, 2015, COUNCIL OF TRUSTEES PUBLIC MEETING:

**MR. DAVID OSIKOWICZ, CHAIR
MR. GEALY W. WALLWORK
MRS. JOYCE R. FAIRMAN**

MEETING DATES

The following motion was approved:

THAT THE CALENDAR OF MEETINGS FOR 2015-16 BE APPROVED:

**SEPTEMBER 17, 2015
DECEMBER 3, 2015
MARCH 17, 2016
MAY 5, 2016**

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved:

THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD MAY 7, 2015.

ADJOURNMENT

THE MEETING WAS ADJOURNED AT 5:50 P.M.

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