

MINUTES OF THE MEETING OF THE COUNCIL OF TRUSTEES OF INDIANA UNIVERSITY OF PENNSYLVANIA, HELD IN THE PNC ROOM, KOVALCHICK CONVENTION AND ATHLETIC COMPLEX, THURSDAY, SEPTEMBER 7, 2017, AT 5:00 P.M. PURSUANT TO NOTICE GIVEN

Sam Smith, chair of the Council of Trustees, called the meeting to order.

The following council members were present:

Mr. Samuel H. Smith, Chair
Mr. Jonathan B. Mack, Vice Chair
Mr. Glenn M. Cannon, Secretary
Mrs. Joyce R. Fairman, Treasurer

Mrs. Susan S. Delaney
Mr. Caleb N. King
Mr. David Osikowicz
Mr. Nathan T. Spade
Mr. Gealy W. Wallwork

The following council members were excused:

Mr. James C. Miller
Mr. Mark A. Holman

Ex Officio: Dr. Frank T. Brogan, Chancellor of Pennsylvania's State System of Higher Education

The following advisory members were invited to attend:

Dr. David M. Piper, IUP Senate Chair
Mr. Richard D. Caruso, Foundation for IUP Board President
Mr. Terry L. Dunlap, Foundation for IUP Board Vice President
Mr. Timothy J. Kronenwetter, Foundation for IUP Board Secretary/Treasurer
Mr. John R. Ninosky Sr., IUP Alumni Association Board President
Mr. Brian Swatt, IUP Student Government Association President
Mr. Mark Thomas Di Mauro, IUP Graduate Student Assembly President
Dr. Nadene L'Amoreaux, IUP APSCUF President
Mr. Kenneth (Dave) Berberich, IUP SCUPA Co-president
Ms. Julene Pinto-Dyczewski, IUP SCUPA Co-president

The following university administrators were also 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
Dr. Patricia C. McCarthy, Vice President for Enrollment Management
Ms. Mary Morgan, Director, Alumni Relations (Designee for Vice President for University Advancement)
Ms. Barbara J. Moore, Director of Institutional Research, Planning, and Assessment
Mrs. Robin A. Gorman, Executive Assistant to the President for Government and Community Relations
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 on July 12, 2017, September 6, 2017, and today 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 by the Council of Trustees:

THAT THE MINUTES OF THE MEETING OF THE COUNCIL OF TRUSTEES ON MAY 11, 2017, BE APPROVED.

REPORT OF THE PRESIDENT

President Driscoll said that, at the Opening of the Academic Year program, he shared with faculty and staff members his perspective of IUP's position within the State System, and he announced a number of organizational changes that will better position the university for the future.

With Vice President Bill Speidel's retirement, a search for a permanent replacement has begun. The president noted that now is a good time to look at where some university personnel are working. Image building and improving IUP's reputation are keys to the future. He announced that a new Division of Marketing and Communications will be formed.

Communications professionals from the Enrollment Management and University Advancement divisions will move into one unit. Vice President Patti McCarthy and the president are working on implementing most of that reorganization as they prepare for a search for a chief marketing officer to lead that team. To help fund these changes, two open associate vice president positions were eliminated.

Dr. Driscoll said that Khatmeh Osseiran-Hanna will serve as interim vice president for University Advancement until a search is completed for a permanent vice president. He thanked Mary Morgan, Alumni Relations director, for serving as acting vice president this week.

The president noted that his overview at the Opening of the Academic Year program also included a slide from the State System Strategic Review report that shows FTE (full-time equivalent) enrollment, spending per student FTE, and general spending. The chart reflects the university's very controlled spending in contrast to other universities' varied scenarios—more spending per student FTE, not enough spending per FTE, etc.

Dr. Driscoll indicated that he first saw the chart during the Board of Governors meeting in early summer, and he could not have been more proud of IUP. He thanked the members of the Council of Trustees. He noted that they have been a valuable part of this university community's ability to identify problems and assist with solutions.

Dr. Driscoll stated that IUP's good position on the chart illustrates the hard work to keep promises to each other and to band together to identify and solve problems—like budget and enrollment. Everyone agrees that the university has a responsibility to live within its means and to work as efficiently as possible to meet its obligations. The university's standing on the chart proves that IUP has done just that by reducing operating and personnel expenses within the last two fiscal years by approximately \$4.9 million, even while facing personnel increases related to all the collective bargaining agreements.

The president noted that IUP now has 57 fewer annual, full-time equivalent employees than it did two years ago, while at the same time, new programs and facilities have been added. The university has also improved facilities, added important new programs, and provided more private scholarship support, thanks to the Foundation for IUP and the University Advancement Division.

In another strategic decision, the president said he has authorized the provost to move forward and search for tenure-track faculty members and appropriate support staff members for programs that are essential to IUP's forward progress.

Dr. Driscoll stated that retention and persistence are two areas that require intense focus this year, and he has taken a big step to correct that course with several personnel changes, including refocusing the efforts of the Enrollment Management Division so that its full concentration lies with recruitment and retention. Vice President Patti McCarthy will lead the university's efforts with retention and work closely with Provost Tim Moerland and Vice President Rhonda Luckey and their respective divisions to correct that course.

The president announced that IUP will establish the University College, which will supply the right mix of advising and support for students who enter IUP without a declared major, and at Dr. McCarthy's recommendation, the president is forming a task force that will formulate a plan for tackling retention and persistence issues.

Dr. Driscoll explained that the task force will work to ensure that the SUCCESS (Strategic University Comprehensive Combined Enrollment and Student Success) plan is completed, and all of its recommendations will be in keeping with the strategic plan. The team will complete its work by January 5.

The President's Commission on Diversity and Inclusion has moved past its first draft of recommendations and has begun to finalize a diversity action plan. The aim will be to make IUP's campus community more cross-culturally competent and more welcoming and supportive of every IUP student, faculty and staff member, and administrator.

The president referred to a recent real-life imperative, when a white student shared a racist photo through social media. Dr. Driscoll stated that he was impressed with how IUP's black student leaders, followed by all student leaders, stepped in and tried to handle the situation. He said they took the high road and, with maturity, used the situation as a teaching moment. For reasons like this, IUP must provide its faculty and staff members with the right tools to help them integrate diversity issues into the curriculum and campus life. Dr. Driscoll noted that in the wake of the ugly events of Charlottesville, everyone at IUP must have a heightened awareness of potentially volatile situations.

Dr. Driscoll said the work in this regard will never be done—not in this particular instance and not ever. Everyone in the university community must not only feel welcome but also must be treated with respect and dignity. It is an expectation the university must continually create as people come and go.

Dr. Driscoll stated that over the summer, the Indiana Area Collaborative team, known as I-ACT, executed its Welcome Mat initiative. IUP would stand to gain much cooperation from its new students and their families, he said, if they come to feel a shared ownership in the Indiana community. A personal connection always creates a better perspective, and the Welcome Mat connects IUP with the Indiana community in a real way. During the summer's orientation sessions, IUP brought parents and students together to meet various members of the community. When weather permitted, Welcome Mat sessions took place downtown in IRMC Park, and it gave new families the chance to learn all the great things Indiana has to offer. When students and their families feel that they have a stake in this community and come to understand that the university is not separate but intricately connected, their affinity for a shared community will benefit everyone.

The president said that I-ACT also is attempting to make its approach to its work more open. On October 4, the group will hold a community stakeholders meeting, which will be open to the public. It will take place in the Kovalchick Complex, beginning at 5:30 p.m. During the first hour, I-ACT's partnering agencies will discuss plans they will implement in the event of excessive celebration. During the balance of the meeting, members of the community will be welcome to pose questions or make suggestions.

Dr. Driscoll said he appreciates the community partners that are working closely with the team at IUP. I-ACT is intended to be inclusive, taking into consideration suggestions from the citizenry.

Dr. Driscoll stated that IUP has the momentum and is picking up steam. With new programs approved over the summer, new facilities, and new people coming on board, IUP will take off from the strong base its community has built.

The following motion was approved by the Council of Trustees:

THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.

PUBLIC COMMENT

Brian Swatt, president of the Student Government Association, took the floor to highlight the initiatives that the SGA will be working on this semester. He also discussed the importance of student advocacy.

NEW BUSINESS

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

Election of Committee Chair

Gealy Wallwork was reappointed chair of the Administration and Finance Committee for the 2017-18 academic year.

The Administration and Finance Committee reviewed and discussed the items appearing on pages 1 through 11 in the Docket Report and in Exhibits 1 through 7, which depict the highlights of the Administration and Finance Division.

Bond Financing for Phase IV of Residential Revival Indiana

As required by Act 13 and Act 188, the committee reviewed the agreements as part of the bond financing for Phase IV of the Residential Revival Indiana.

The following motion was approved by the Council of Trustees:

**THAT, AS REQUIRED BY ACT 13 AND ACT 188, THE COUNCIL OF TRUSTEES
AUTHORIZES THE UNIVERSITY TO ENTER INTO THE FOLLOWING AGREEMENTS AS
PART OF THE BOND FINANCING FOR PHASE IV OF RESIDENTIAL REVIVAL INDIANA:**

- 1. Assignment of Contract Documents**
- 2. Amended and Restated Ground Lease Agreement**
- 3. Third Amendment to Memorandum of Ground Lease**
- 4. Consent Agreement**
- 5. Cooperation Agreement**
- 6. Assignment and Assumption Agreement**
- 7. Facility Management Agreement**
- 8. Certificate of the University**
- 9. Estoppel Certificate**
- 10. Letter Agreement**
- 11. And other such agreements as may be required**

May 11, 2017, Committee Minutes

The committee reviewed the May 11, 2017, minutes of the Administration and Finance Committee meeting. The minutes were approved as distributed.

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 by the Council of Trustees:

THAT, AS REQUIRED BY ACT 13 AND ACT 188, PROCUREMENTS AND SERVICES NEGOTIATED OR AWARDED BY THE PRESIDENT FROM APRIL 1, 2017, THROUGH JUNE 30, 2017, TOTALING \$7,603,800.14, INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 7 OF THE DOCKET REPORT, BE APPROVED.

Comments by Vice President

Cornelius Wooten provided an update and comments related to the general business, administrative, and financial operations of the university. He also highlighted accomplishments of the Administration and Finance Division.

Fiscal Year 2017-18 Educational and General Budget

The committee reviewed the attached Fiscal Year 2017-18 Educational and General Budget. The July 13, 2017, assumptions from Pennsylvania's State System of Higher Education were incorporated in the budget projection. IUP appropriations increased by \$472,936, which is the net result from the State System receiving a 2 percent increase in funding from the state budget and formula adjustments. The Board of Governors approved a 3.5 percent increase in the tuition and a 3.5 percent increase in the Technology Fee. The performance funding allocation has not been determined. A budget shortfall of approximately \$3.7 million is projected, based on lower enrollment projections and increases in salaries and wages as per collective bargaining agreements. The administration plans to have a balanced budget for fiscal year 2017-18 by utilizing various available options.

Emergency Operations Plan

Training for the new Emergency Operations Plan is being scheduled. The weather station/lightning detection units were activated at South Campus and Miller Stadium on August 4. Lightning protocols for the various club, intramural, and Athletics Department teams were prepared, and signage related to the warning system will be posted at both venues. The Emergency Operations Center build-out has moved into the final stages, with completion slated for late August or early September. The IUP Department of Public Safety (DPS) hosted the Pennsylvania Emergency Management Agency grant-funded training opportunity for the benefit of public health and public safety responders in western Pennsylvania in June. DPS has been working with the Indiana County Emergency Management Agency group to update the hazard mitigation plan for the county. IUP will be sharing a data license to the university's weather station on South Campus. The data from IUP's weather station can be used to upgrade the county's "storm ready" status when the renewal is due.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Election of Committee Chair

Jonathan Mack was reappointed chair of the Academic Affairs Committee for the 2017-18 academic year.

Approval of Senate Actions

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

- **New postbaccalaureate certificate in behavior analysis approved at the December 6, 2016, meeting of the University Senate.**

The following motion was approved by the Council of Trustees:

THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTION THAT WAS APPROVED AT THE DECEMBER 6, 2016, MEETING OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Approval of Monroeville Center Name Change

The Academic Affairs Committee recommends the approval of a name change from IUP Monroeville Graduate and Professional Center to IUP Pittsburgh East.

The following motion was approved by the Council of Trustees:

THAT THE NAME OF THE CAMPUS PREVIOUSLY KNOWN AS THE IUP MONROEVILLE GRADUATE AND PROFESSIONAL CENTER BE CHANGED TO IUP PITTSBURGH EAST—A CHANGE THAT HAS THE ENDORSEMENT OF THE PRESIDENT—EFFECTIVE IMMEDIATELY.

Provost Report

Provost Timothy Moerland said that the start of the academic year was relatively smooth, with no more than the usual last-minute issues. He indicated that the Clinical Medical Assistant certificate program recently approved by the Council of Trustees is progressing through the various, required approval channels. IUP recently received approval from the Middle States Commission for both the program and the location and is now waiting for final approval from the Department of Education to allow for financial aid for students. The first cohort is expected to start in October, and the program is currently on schedule for that start date. Provost Moerland also provided a brief overview of the proposed University College as highlighted by President Driscoll in his Opening of the Academic Year remarks. The proposed unit is expected to be operational in fall 2018 and to focus on serving undeclared and designated students. This unit will be a one-stop shop for academic advising, learning support, peer mentoring, major exploration, and career exploration. The goal is to increase student retention and persistence and, ultimately, student graduation rates. Functions expected to be housed in the University College include the Academic Success Center, Career and Professional Development, Major and Career Exploration, and Take Flight (orientation).

IUP Libraries Update

Luis Gonzalez, dean of the IUP Libraries, provided an update on the ongoing changes occurring in the university libraries. The focus of these changes has been student engagement. Dean Gonzalez highlighted the usage of the libraries and their services both onsite and remotely. There have been a number of initiatives over the past six years that have aided in student engagement with the library.

These include the purchase of new furniture; the creation of new, interactive spaces; the change in library hours to 24 hours a day, five days a week, highlighting overnight usage of the library; and the collaboration in support of students with other areas of the university, including the Academic Success Center, a Writing Center satellite, IT support services, the tutoring center, and the knowledge repository at IUP. Dean Gonzalez provided an overview of changes and future needs for the library. The major focus is on new study and collaborative spaces for students. There was also a discussion about the ongoing initiative and the process being utilized to cull books that have not been accessed in more than 20 years and are available via other means.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

Election of Committee Chair

James Miller was reappointed chair of the University Advancement Committee for the 2017-18 academic year.

Discussion:

Updates from the University Advancement Division meeting included the following:

- An overview of staffing changes and realignments in each of the division's areas: Development, Advancement Services, Annual Giving, and Advancement Communications
- A listing of milestone cumulative commitments of \$50,000 or more, including those realized from planned estate gifts
- A description of a new initiative in planned-giving marketing
- An overview of the Office of Annual Giving's shared record results from the previous fiscal year, accompanied by a few program highlights and plans for fiscal year 2017-18
- A presentation about volunteer members of the IUP Alumni Association Board of Directors as well as those serving on various committees
- A listing of upcoming events both on campus and in targeted regions
- An overview of an alumni communications study and the brief results of an alumni attitudinal study that will be presented to various campus constituents over the semester

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Caleb King was appointed chair of the Student Affairs Committee for the 2017-18 academic year.

The Student Affairs Committee met today with Stephen Roach, athletic director, who provided an update on Intercollegiate Athletics' sports teams and their spring 2017 performances, resulting in the Student Affairs Committee's recommendation that the following two resolutions of commendation be approved:

RESOLUTION OF COMMENDATION FOR THE IUP WOMEN'S TENNIS TEAM

WHEREAS, the IUP women's tennis team won the Pennsylvania State Athletic Conference tournament championship for the first time in program history by defeating Mercyhurst University 5-2 on April 22 in Bloomsburg;

WHEREAS, senior Raquel Gonzalez was named the PSAC Tournament Most Valuable Player after posting a combined 4-0 record in singles and doubles and clinching the championship over Mercyhurst with her singles win;

WHEREAS, the Crimson Hawks earned a berth in the NCAA Division II Championships for the eighth straight year and later won the program's first Atlantic Region title with a 5-0 victory over West Virginia State on May 2 in Greensburg;

WHEREAS, five members—Raquel Gonzalez, Jarka Petercakova, Luise von Agris, Rachel Wood, and head coach Larry Peterson—earned Atlantic Region and PSAC honors;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania commends the IUP women's tennis team for its accomplishments in the 2016-17 season.

The following motion was approved by the Council of Trustees:

THAT THE RESOLUTION OF COMMENDATION FOR THE IUP WOMEN'S TENNIS TEAM BE APPROVED.

RESOLUTION OF COMMENDATION FOR STUDENT-ATHLETE LIZZY CUNNINGHAM

WHEREAS, senior IUP track and field student-athlete Lizzy Cunningham was named the 2017 Pennsylvania State Athletic Conference Women's Track Athlete of the Year;

WHEREAS, Ms. Cunningham was the highest point scorer for the IUP women at last spring's PSAC Outdoor Championships in Bloomsburg after posting second-place finishes in the 800 meters and 400 meter hurdles and running a leg on the conference champion and IUP record breaking 4x400 meter relay;

WHEREAS, Ms. Cunningham went on to earn first team All-American honors at the 2017 NCAA Division II Outdoor Championships in Bradenton, Florida, after finishing fourth in the 400 meter hurdles with a personal best time of 59.27;

WHEREAS, Ms. Cunningham was also named the 2016-17 IUP Women's Athlete of the Year and Women's Senior of the Year;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania commends Lizzy Cunningham for her accomplishments in the 2016-17 season.

The following motion was approved by the Council of Trustees:

THAT THE RESOLUTION OF COMMENDATION FOR STUDENT-ATHLETE LIZZY CUNNINGHAM BE APPROVED.

Rhonda Luckey, vice president for Student Affairs, shared the division's 2017-18 strategic initiatives focusing on the division's collaborative work with Academic Affairs and Enrollment Management to improve the persistence, retention, and graduation of IUP undergraduate students. She shared that Malaika Turner will serve as the division's retention coordinator. Dr. Turner will work in partnership with Timothy Moerland, provost, and Patricia McCarthy, vice president for Enrollment Management.

Mike Lemasters, associate vice president for Student Affairs for Living-Learning and Well-Being, provided an overview of the programs and departments in the Living-Learning and Well-Being areas. Melissa Dick, nurse director of the IUP Health Service, shared information on the services provided by the Health Service, and Malaika Turner, director of Residential Living and Well-Being, discussed IUP's living-learning initiatives

REPORT OF THE ENROLLMENT MANAGEMENT COMMITTEE

Election of Committee Chair

Joyce Fairman was reappointed chair of the Enrollment Management Committee for the 2017-18 academic year.

Discussion

Patricia McCarthy, vice president for Enrollment Management, presented an overall enrollment update for fall 2017. She also reported on the status of strategic enrollment initiatives implemented for the fall. As a result of those initiatives, IUP is bringing in a larger freshman class for fall 2017 than it did in fall 2016. This includes an increase in the number of out-of-state freshmen and in students of Latino/Hispanic, African American, and multiracial backgrounds. New graduate-level enrollment has decreased slightly, but the number of continuing graduate students has increased over last year.

Dr. McCarthy's presentation also included information about demographic trends for high school graduates over the next eight years and how this might affect student enrollment at IUP. She took into consideration retention, persistence, and projected changes in the number of high school graduates from Pennsylvania, Maryland, and Ohio.

Finally, Dr. McCarthy spoke about the collaborative efforts of the divisions of Enrollment Management, Academic Affairs, and Students Affairs to work toward increasing the retention and persistence of students at IUP. She discussed the work of a presidentially appointed, short-term task group, the Task Group on Undergraduate Retention/Persistence, which will review literature about best practices for retention and persistence, review and assess current practices at IUP, perform detailed data analysis on IUP's trends, and produce a document to present to President's Cabinet with recommendations to improve retention and persistence at IUP.

OTHER BUSINESS

APPOINTMENTS TO THE AUDIT COMMITTEE

The following motion was approved by the Council of Trustees:

THAT THESE APPOINTMENTS/REAPPOINTMENTS TO THE AUDIT COMMITTEE BE MADE: JAMES MILLER, CHAIR, AND MEMBERS JOYCE FAIRMAN AND JONATHAN MACK.

APPOINTMENTS OF LIAISONS TO THE FOUNDATION FOR IUP BOARD

The following motion was approved by the Council of Trustees:

THAT THESE LIAISON APPOINTMENTS/REAPPOINTMENTS TO THE FOUNDATION FOR IUP BOARD BE MADE: GEALY WALLWORK, JAMES MILLER, SUSAN DELANEY, AND CALEB KING.

CERTIFYING RESOLUTION: ORDER OF SUCCESSION PLAN

WHEREAS, Board of Governors Policy 1983-14-A: *Appointing Interim and Acting Chief Executive Officers*, requires that each university president in Pennsylvania's State System of Higher Education develop and publish an Order of Succession identifying, in rank order, members of the university's executive management team who will act on behalf of the president in his/her absence; in the event the president is temporarily unable to fulfill the responsibilities of the position; or in the event there is a vacancy;

WHEREAS, Board of Governors Policy 1983-14-A: *Appointing Interim and Acting Chief Executive Officers*, requires that, at the beginning of each academic year, before September 30, the president deliver the university Order of Succession Plan to the chancellor after a resolution and vote by the university's Council of Trustees;

WHEREAS, the attached Order of Succession Plan, provided by the president of Indiana University of Pennsylvania, lists in rank order the members of IUP's executive management team to act on his/her behalf in his/her absence, in the event he/she is temporarily unable to fulfill his/her responsibilities, or in the event there is a vacancy;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania approves the Order of Succession Plan (attached to this resolution) as required by Board of Governors Policy 1983-14-A: *Appointing Interim and Acting Chief Executive Officers*.

Approved this seventh day of September, 2017.

**INDIANA UNIVERSITY OF PENNSYLVANIA
University Order of Succession
2017-18**

1. Name: Dr. Timothy Moerland
Title: Provost and Vice President for Academic Affairs
2. Name: Dr. Cornelius Wooten
Title: Vice President for Administration and Finance
3. Name: Dr. Rhonda Luckey
Title: Vice President for Student Affairs
4. Name: Dr. Patricia McCarthy
Title: Vice President for Enrollment Management

The following motion was approved by the Council of Trustees:

THAT THE CERTIFYING RESOLUTION: ORDER OF SUCCESSION PLAN BE APPROVED.

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved by the Council of Trustees:

**THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD
DECEMBER 14, 2017.**

ADJOURNMENT

The following motion was approved by the Council of Trustees:

THAT THE MEETING BE ADJOURNED AT 5:50 P.M.

Mr. Glenn M. Cannon
Secretary, IUP Council of Trustees