

**MINUTES OF THE MEETING OF THE  
COUNCIL OF TRUSTEES OF INDIANA  
UNIVERSITY OF PENNSYLVANIA, HELD IN  
GORELL RECITAL HALL, JOHN SUTTON  
HALL, DECEMBER 4, 2014, AT 5:00 P.M.  
PURSUANT TO NOTICE GIVEN**

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

**Attendance**

**The following council members were present:**

Mrs. Susan S. Delaney, Chair  
Mr. Jonathan B. Mack, Vice Chair  
Mr. James C. Miller, Treasurer  
Mr. Aaron R. Douthit

Mrs. Joyce R. Fairman  
Mr. David Osikowicz  
Mr. Gealy W. Wallwork

**The following council members were absent:**

Dr. Mary Esther Van Shura, Secretary  
Mr. Glenn M. Cannon  
Mr. Mark A. Holman  
Mr. Samuel H. Smith

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

The following university administrators were also present:

Dr. Michael A. Driscoll, President  
Dr. Timothy 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. William 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. Tim Mack, Dean of Graduate Studies and Research  
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 session this day and on October 29, 2014, 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 FROM THE MEETINGS OF THE COUNCIL OF TRUSTEES HELD  
ON SEPTEMBER 18, 2014, and OCTOBER 29, 2014, BE APPROVED.***

## **REPORT OF THE PRESIDENT**

The president began his report by announcing that the strategic plan draft is now available online for public comment. He noted that the pace this semester has been very fast, because when the plan's final version is ready in the spring, IUP must be in the best position to execute it and deliver on the promises it makes to students, future students, alumni, the faculty and staff, and the greater community.

Stabilizing the budget has been the first order of business, Dr. Driscoll continued, because IUP cannot successfully execute a strategic plan without financial solvency and liquidity. In light of demographics, increased costs, and flat funding from the commonwealth, the university has faced and continues to face projected shortfalls. This year's operating budget has been balanced with modest across-the-board cuts and an increase in the Student Service Fee. This is the approach that has been taken each of the last several years.

Facing budget challenges over the next several years, the university must find a way to get ahead of this "death by a thousand cuts," Dr. Driscoll said. Last May, the president communicated to the campus a new approach to budgeting, and at the September Council of Trustees meetings, he mentioned that the Administration and Finance Committee was moving forward on a new budget model. With collaboration and cooperation, IUP is implementing a three-pronged, multiyear approach to budgeting that is enrollment driven and that is being met with a great deal of optimism.

First, the projection of future expenses will be refined in order to bring it closer to historical expenditures. By projecting more accurately, the university can reduce by \$3.5 million the projected \$12.1-million deficit for fiscal year 2015-16 without cutting actual spending or positions.

Second, the provost and the deans are formulating an incentive-based strategy to increase revenue through academic programming. They intend to reinvest much of that revenue back into budgets of successful programs, with the rest funding support activities. Eventually, this is expected to provide the most dramatic return on investment, but it will take time.

Finally, the president requested that the Council of Trustees approve a resolution authorizing IUP to pilot a per-credit tuition plan that contrasts with the current flat rate for part-time and full-time status. Dr. Driscoll indicated that it is a better plan for both the students and the university. Upon approval, the university will then seek the approval of the State System Board of Governors.

Dr. Driscoll explained that, as always with budget matters, IUP is dealing with a few assumptions and cannot completely predict the costs of benefits, union contracts, or utilities, but the university intends to grow its way out of the budget shortfall and put to an end living hand to mouth.

The president stated that another part of preparing for the strategic plan is to create a safe campus and to ensure operation with integrity. Thus, the university has put into place a policy that ensures the safety of minors who come to campus for any number of reasons—sports camps, workshops, music lessons, and other activities. Although having such a policy is mandated by the State System, IUP is compelled to do its best to protect young people because it is the right thing to do.

While having a policy is good, it does not cover the entire issue, Driscoll said. Vice President Cornelius Wooten has appointed a working group to develop a companion background investigation policy and procedure that should be ready for the University Senate's consideration in the middle of the spring semester.

The president said that the Student Cooperative Association, the IUP Research Institute, the IUP Alumni Association, and the Foundation for IUP are important components in furthering the university's mission, and the support they give the entire university community is greatly appreciated.

For the first time in several years, there are memoranda of understanding in place for each. IUP looks forward to continuing positive working relationships with them—now enhanced by formal agreements.

Accreditation certainly affirms that an institution operates with integrity and transparency. Dr. Driscoll said he was pleased to learn that a recent survey conducted by the Middle States steering committee and subcommittees had a 14.4 percent response rate, which is very good. More than half of the faculty and more than one-third of the staff participated.

The committees are now working through 600 or so pages of qualitative responses, in addition to analyzing the quantitative portion. The participation rate and the fact that so many people took time to further comment show that students and faculty and staff members want to be part of the planning process and the success. The Middle States review process will continue through next semester.

The president noted that, at the last Council of Trustees public meeting, he reported on the work of I-ACT, the Indiana Area Collaborative Team, which was formed to oversee all aspects of excessive student partying. He was pleased to pass along that, in comparison to recent years, Homecoming this year was relatively quiet, although IUP did welcome back to campus thousands of alumni who were glad to see the changes on campus and reconnect with faculty members and friends at the parade and at the pregame party in the Kovalchick Complex.

Dr. Driscoll announced that, last month, six alumni returned to campus to receive the Young Alumni Achievement Award. This awards program honors alumni who are 15 years or fewer past their graduation and who have excelled in their careers. Current students can visualize being at that point, and the awardees graciously spend time with students to inspire them. The president commented that the program sets a great example.

Students often receive inspiration from distinguished guests, too. In celebration of the 25th anniversary of the Lively Arts program, Doc Severinsen, the 1995 Helwig Distinguished Artist, returned to IUP to open the 2014-15 Lively Arts season. The audience enjoyed that the band comprised several students, alumni, and faculty members, and Severinsen also directed the IUP Chorale.

Dr. Driscoll noted that students continue to do a great deal of community service—whether it is to benefit Indiana County's less fortunate through funds they raised through the Hawk Rock or by male members of the Greek community growing facial hair to raise men's health awareness through the Movember initiative. They are active, idealistic, and interested in doing the world's good work.

In conclusion, the president stated that more than 800 students will graduate at the end of the semester and become alumni—a new phase in their IUP community membership.

The following motion was approved:

***THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.***

## **PUBLIC COMMENT**

No public comments were made.

## **NEW BUSINESS**

### **REPORT OF THE AUDIT COMMITTEE**

James C. Miller, chair of the Audit Committee, presented the following report:

The Audit Committee of the IUP Council of Trustees comprises James Miller, Gealy Wallwork, and Jonathan Mack. On November 25, 2014, Mr. Miller, Mr. Wallwork, and Mr. Mack conducted an exit conference with representatives from the accounting firm CliftonLarsonAllen to discuss the results of the annual audit of the IUP financial statements for the fiscal year that ended June 30, 2014. Also in attendance from IUP were Cornelius Wooten, vice president for Administration and Finance; Susanna Sink, associate vice president for Finance; Rick White, director of Financial Operations; and Brenda Penrod, assistant director of Financial Operations. Lori Finegan and Mark Gillett, of CliftonLarsonAllen, provided an overview of the IUP financial statements, discussed accounting standards, and answered numerous questions from the Audit Committee members. The Audit Committee is pleased to report that CliftonLarsonAllen rendered an unmodified opinion on the IUP financial statements for the fiscal year that ended June 30, 2014.

The following motion to accept the audited financial statements was approved:

***THAT IUP'S AUDITED FINANCIAL STATEMENTS FOR THE FISCAL YEAR  
THAT ENDED JUNE 30, 2014, BE ACCEPTED AS DISTRIBUTED TO THE  
IUP COUNCIL OF TRUSTEES.***

### **REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE**

Mr. 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 80 through 87 in the Docket Report and in Exhibits 1 through 5, which depict the highlights of the Administration and Finance Division.

#### **September 18, 2014, Committee Minutes**

The committee reviewed the September 18, 2014, minutes of the Administration and Finance Committee meeting. The minutes were approved as distributed.

#### **Resolution for the Acceptance and Approval of the Revisions/Update to the Long-Range Campus Facilities Master Plan**

Following a presentation by Smith Group JJR, LLC, the committee reviewed the Resolution for the Acceptance and Approval of the Revisions/Update to the Long-Range Campus Facilities Master Plan.

**WHEREAS**, Indiana University of Pennsylvania accepted and approved the total concept of the IUP Long-Range Campus Facilities Master Plan as submitted by Smith Group JJR, LLC, on December 16, 2010;

**WHEREAS**, IUP accepted and approved revisions to the IUP Long-Range Campus Facilities Master Plan as submitted by Smith Group JJR, LLC, on December 15, 2011;

**WHEREAS**, Smith Group JJR, LLC, under a maintenance contract for the IUP Long-Range Campus Facilities Master Plan, has incorporated changes and updates to the plan, making necessary revisions to the plan and its phasing;

**WHEREAS**, the revisions/update to the IUP Long-Range Campus Facilities Master Plan have been reviewed and agreed upon by the IUP administration;

**WHEREAS**, the IUP administration has submitted these revisions/update to the Council of Trustees as documented in the 2014 Master Plan Revisions dated December 4, 2014;

The following motion was approved:

**NOW, THEREFORE, BE IT RESOLVED**, that the Council of Trustees of Indiana University of Pennsylvania

**ACCEPTS AND APPROVES THE PROPOSED REVISIONS/UPDATE TO THE IUP LONG-RANGE CAMPUS FACILITIES MASTER PLAN AS PRESENTED TO THE COUNCIL OF TRUSTEES ON DECEMBER 4, 2014.**

**Resolution for Approval of the Pricing Flexibility Pilot Proposal: Per-Credit Tuition Pricing for Undergraduate Resident Students**

The committee reviewed the Resolution for Approval of the Pricing Flexibility Pilot Proposal: Per-Credit Tuition Pricing for Undergraduate Resident Students.

**WHEREAS**, the Board of Governors may consider pricing flexibility pilots for implementation in the fall 2015 semester;

**WHEREAS**, Indiana University of Pennsylvania (IUP) proposes a per-credit tuition pricing model for undergraduate resident students to begin in the fall 2015 semester—a proposal integral to IUP's three-pronged budget balancing plans for fiscal year 2015-16 and future years;

**WHEREAS**, the IUP Pricing Flexibility Pilot proposal meets the conditions as outlined in the State System's Request for Pricing Flexibility Pilot Proposals document, distributed on November 5, 2014;

**WHEREAS**, the IUP Pricing Flexibility Pilot proposal will provide for a discounted per-credit tuition rate for undergraduate resident students over a three-year period, with no discounted provisions in the fourth year of the pilot;

**WHEREAS**, up to 15 percent of the revenue generated by this pilot will be allocated annually to fund additional need-based scholarships for undergraduate resident students over the four-year pilot period;

**WHEREAS**, additional revenue generated by this pilot will be used to establish a funding pool to support the Academic Success Initiative, providing a merit-based financial incentive in the form of a scholarship for students who have met prescribed criteria, and this allocation will increase up to 7 percent annually over the four-year pilot period;

The following motion was approved:

**NOW, THEREFORE, BE IT RESOLVED**, that the Council of Trustees of Indiana University of Pennsylvania

**APPROVES THE IUP PRICING FLEXIBILITY PILOT PROPOSAL FOR IMPLEMENTATION IN THE FALL 2015 SEMESTER, PENDING APPROVAL BY THE BOARD OF GOVERNORS.**

**Resolution of the Council of Trustees of Indiana University of Pennsylvania to Enter into a Fourth Supplemental Sublease Agreement**

The committee reviewed the Resolution of the Council of Trustees of Indiana University of Pennsylvania to Enter into a Fourth Supplemental Sublease Agreement relative to the expansion and renovation of the Hadley Union Building in 2004.

The following motion was approved:

**NOW, THEREFORE, BE IT RESOLVED**, that

1. The University's Council of Trustees hereby approves the Sublease upon such terms and conditions as may be consented to by the President of the University (the "President"), it being expressly determined and declared hereby that the University will benefit from the refinancing.
2. The President or any Vice President of the University is hereby authorized to execute such contracts, instruments or agreements, including the Sublease, and to take any and all such action as shall be necessary or appropriate, in the discretion of the President, and the advice of counsel, in connection with the Project.
3. The Council of Trustees hereby authorizes the Preliminary Official Statement and the Official Statement to contain such information in respect of the University as shall be deemed necessary or appropriate by the Association or Janney, including the use of the names of the members of the Council of Trustees.
4. The Association is hereby authorized to prepare and submit to municipal bond rating agencies and municipal bond insurance companies any materials and information concerning the University as shall be deemed necessary or appropriate by the Association or Janney in connection with the issuance and sale of the Bonds.
5. All prior resolutions of the University or parts of such resolutions not in accord with this Resolution are hereby repealed insofar as they conflict herewith.
6. This Resolution shall become effective immediately.

Approved by the Council of Trustees of Indiana University of Pennsylvania on this 4<sup>th</sup> day of December, 2014.

**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 5 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 JULY 1, 2014, THROUGH SEPTEMBER 30, 2014, TOTALING \$8,691,915.54, INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 5 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 November 30, 2014.

### **Proposed Student Fees 2015-16**

Dr. Wooten provided an overview of the 2015-16 proposed fee summary. A justification booklet containing the supporting documentation for the proposed fees was provided to each member of the Council of Trustees for review. The 2015-16 proposals will be submitted for approval at the March 2015 Council of Trustees meeting.

### **Performance Funding Results**

Barbe Moore provided a review of performance funding dollars received based on the fiscal year 2013-14 results.

### **Emergency Operations Plan Update**

It was reported that the Emergency Management Group, consisting of university, local, county, and state representatives, meets monthly and actively worked on safety preplanning for IUP Homecoming activities. The group compiled and shared information with law enforcement agencies, landlords, and the IUP Homecoming Committee. These efforts made for a safe and enjoyable Homecoming experience for all who attended. For the first time, all stakeholders used a single point of contact for information disseminated to the media. Daily press conferences were conducted at the Kovalchick Complex, which provided media outlets with up-to-date and factual information related to events on campus and in the community over Homecoming weekend.

Emergency action plans, emergency operations plans, and incident action plans are continually being updated based on information shared during the monthly Emergency Management Group meetings. All plans are being structured to be compatible with National Incident Management System and Pennsylvania Emergency Management Agency (PEMA) recommendations.

It was also reported that the Baker Team began updating the Hazard Mitigation Plan this past summer. The updated schedule for release of this plan has moved to late January 2015. A public meeting will be scheduled to receive comments on the draft plan before submitting the document to PEMA and the Federal Emergency Management Agency for review.

The Hazard Mitigation Planning Committee is also working on a special project with the Baker Team related to the S. W. Jack Cogeneration Plant. This special project is centered on the development of a detailed safety procedures manual, which will enhance safety and security measures at and around the cogeneration plant.

### **Kovalchick Convention and Athletic Complex Financial Update as of September 30, 2014**

Dr. Wooten provided an overview of the Kovalchick Convention and Athletic Complex Project Budget Summary as of September 30, 2014.

## **REPORT OF THE ACADEMIC AFFAIRS COMMITTEE**

### **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 October 7, 2014, meeting of the University Senate. These revisions are as follows:
  - From the Sociology Department, the Honors Program in Sociology
  - From the Safety Sciences Department, the Minor in Safety, Health, and Environmental Applied Sciences
  - From the Hospitality Management Department, the Bachelor of Science in Hospitality Management
  - From the Geography and Regional Planning Department, the Minor in Geography and the Minor in Regional Planning
- A new Bachelor of Arts in Musical Theater approved at the September 9, 2014, meeting of the University Senate.

The following motion was approved:

***THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTIONS THAT WERE APPROVED AT THE SEPTEMBER 9 AND OCTOBER 7, 2014, MEETINGS OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.***

### **Comments by Dr. Moerland**

Provost Moerland reported on a number of activities on behalf of the Division of Academic Affairs. The Draft University Strategic Plan has gone through a number of iterations, with feedback from focus groups across the university. The draft plan is now available online with a direct link from the university home page. This will allow for individuals to provide feedback. The time frame for online feedback is open and will be evaluated depending on input received. Open forums for public comment on the Draft University Strategic Plan will be scheduled. The next item Dr. Moerland highlighted was the ongoing efforts related to IUP's Middle States Reaffirmation process. The university recently participated in a survey as part of gathering data for the self-study. The overall response rate exceeded 14 percent, as compared to a normal 4 percent to 5 percent response rate. One of the many indications of the high level of engagement here at IUP is that 57.5 percent of the faculty participated in the survey. This survey will provide both qualitative and quantitative data to the self-study. Preliminary evaluation of the qualitative data suggests the general tone of input is very positive. The third topic concerned the ongoing curriculum and program innovation initiatives. More than 40 programs are undergoing some revision that will refine the content and ensure currency of topics. Additionally, three major program innovations have been refined from the possible seven that were under consideration. These programs include Environmental Engineering; Public Health—initially at the baccalaureate level, but eventually including a master's level program; and what is currently called Digital Information and Security. All three of these programs capitalize on the strength and diversity of the faculty to develop and offer these new program concepts.

### **Initiatives within the College of Health and Human Services**

Mark Correia, dean of the College of Health and Human Services, gave an informative overview of the initiatives within the college, along with strategies and efforts to respond to changes in student demographics and demand. The College of Health and Human Services offers an eclectic blend of programming; however, common threads unite that diverse programming. These include a humanistic and societal health focus, as well as applied content to address the diverse needs of individuals and society. Dean Correia highlighted efforts by both the departments of Criminology and

Safety Sciences to maximize opportunities in recruitment and enrollment growth; efforts by the Highway Safety Center with an external entity, Citizens' Ambulance Service, to increase collaboration and thus opportunities for both the community and IUP's faculty and students; and the ongoing efforts with the established programming at the Academy of Culinary Arts to grow and expand in Punxsutawney.

## **REPORT OF THE STUDENT AFFAIRS COMMITTEE**

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

Rhonda Luckey, vice president for Student Affairs, updated the committee on IUP's Military Resource Center and the status of the dining master plan. Robin Gorman, executive assistant to the president for Government and Community Relations, shared the work of the Indiana Area Collaborative Team (I-ACT).

Stephen Roach, associate athletic director/compliance officer, provided an overview of Gender Equity and Compliance with Title IX in Athletics. Frank Condino was commended for his 30 years of providing leadership and support to IUP's athletic program and student-athletes.

## **REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE**

Bill Speidel, vice president for University Advancement, shared highlights of the division's activities and initiatives.

Mr. Speidel introduced two new staff members. Amy Gardner Lombard has joined the University Advancement Division as a development officer. Danyelle Hoover will begin as a research manager.

He gave an overview of the Alumni Relations activities through the fall semester, which included an IUP Alumni Association Board of Directors meeting, Homecoming, the Ambassadors' tuition raffle, and the Young Alumni Achievement Awards luncheon, in which six alumni were recognized.

He highlighted the development efforts resulting in gifts ranging from \$25,000 to \$100,000. The Natural Sciences and Mathematics Advisory Board met to continue the planning for the new facility and funding needs. As campaign planning continues in the quiet phase, the timeline is being refined.

Mr. Speidel said that the 2013-14 Summary of Giving report and the financial report from the Foundation for IUP, as well as letters of notification on current scholarship recipients, all had been mailed recently.

He reviewed Annual Giving's reported gifts and pledges and mentioned that more than 300 seniors made a gift toward the Senior Class Gift program. The Thanksgiving video was shown.

Tim Rupert, Foundation for IUP board president, gave an overview of highlights as presented at the recent foundation board meeting, which included the significant recovery from the economic downturn of 2008-09.

## **REPORT OF THE ENROLLMENT MANAGEMENT AND COMMUNICATIONS COMMITTEE**

James Begany, vice president for Enrollment Management and Communications, shared highlights summarizing the division's activities, programs, and accomplishments.

He gave an update on the recent US Department of Education Title IV Audit conducted in October.

He also discussed trends in enrollment at IUP, highlighting the change in profile of incoming freshmen with respect to current demographics.

### **RESOLUTION FOR APPROVAL OF AN ANNUAL ALLOCATION TO FUND THE IUP SCHOLARSHIP PROGRAM IN AN AMOUNT NOT TO EXCEED \$1.6 MILLION**

Mr. Begany presented a new initiative for funding need-based and non-need-based grants/scholarships for approval by the IUP Council of Trustees. The initiative, using a portion of up to 5 percent of the prior year's gross resident and nonresident tuition and instructional fee revenue, would fund need-based and non-need-based institutional scholarships to continue funding the IUP Grant/Scholarship program. This would assist in the recruitment of students identified with certain levels of financial need and academic ability, as well as expand the IUP Grant/Scholarship program to recruit students identified as having high academic ability, regardless of financial need.

Following the presentation, the committee reviewed the Resolution for Approval of an Annual Allocation to Fund the IUP Scholarship Program in an Amount Not to Exceed \$1.6 Million.

**WHEREAS**, Board of Governors Policy 1996-01-A, Sources of Funding for University Scholarships, prescribes provisions to establish, maintain, and utilize a funding pool to meet financial needs;

**WHEREAS**, Indiana University of Pennsylvania (IUP) proposes modification of the IUP Grant funding pool, to be replaced by the IUP Scholarship funding pool;

**WHEREAS**, IUP proposes to establish this annual funding pool in an amount not to exceed \$1.6 million;

**WHEREAS**, awards may be made in the amount of \$1,000 to a maximum of \$3,000 per student;

**WHEREAS**, need-based awards will be administered in compliance with Section C of the above referenced Board of Governors policy and will not exceed 80 percent of the \$1.6 million pool;

**WHEREAS**, awards not based on need will be administered in compliance with Section D of the above referenced Board of Governors policy and will not exceed 20 percent of the \$1.6 million pool;

**WHEREAS**, IUP has the ability to adequately administer the award process for university scholarships;

**WHEREAS**, the administration will determine the annual allocation of the funding pool based on available funding;

The following motion was approved:

**NOW, THEREFORE, BE IT RESOLVED**, that the IUP Council of Trustees

***APPROVES THE ESTABLISHMENT OF AN ANNUAL FUNDING POOL NOT TO EXCEED \$1.6 MILLION TO FUND NEED-BASED AND NON-NEED-BASED SCHOLARSHIPS FOR ELIGIBLE PENNSYLVANIA UNDERGRADUATE STUDENTS.***

### **Strategic Website Assistance Project (SWAP) Initiative**

Michael Powers, director of Electronic Communications, discussed the status of the Strategic Website Assistance Project (SWAP) initiative. SWAP is remaking IUP department websites to better represent academic programs and IUP and to encourage prospective undergraduate and graduate students to seek more information, visit IUP, and apply. Results to date have shown a 3.8 percent overall increase in applications for the updated department websites.

### **OTHER BUSINESS:**

### **RESOLUTION SETTING THE NEXT MEETING DATE**

The following motion was approved:

***THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD ON MARCH 19, 2015.***

### **RECOGNITION OF KYLE CAMPBELL'S RETIREMENT BY MRS. DELANEY**

### **ADJOURNMENT**

The following motion was approved:

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

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

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**Mrs. Susan S. Delaney  
Chairperson, IUP Council of Trustees**