

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 13, 2018, 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
Mrs. Joyce R. Fairman, Treasurer
Mrs. Susan S. Delaney
Mr. Mark H. Holman

Mr. Caleb N. King
Mr. James C. Miller
Mr. David Osikowicz
Mr. Nathan T. Spade

The following council members were excused:

Mr. Glenn M. Cannon, Secretary

Ex Officio: Dr. Daniel Greenstein, 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. Daniel Sarver, Foundation for IUP Board Secretary/Treasurer
Col. Tracy L. Settle, IUP Alumni Association Board President
Mr. David Laughead, IUP Student Government Association President
Mr. Nedrick Patrick, IUP Graduate Student Assembly President
Dr. Nadene L'Amoreaux, IUP APSCUF President
Mr. Kenneth (Dave) Berberich, IUP SCUPA Copresident
Ms. Julene Pinto-Dyczewski, IUP SCUPA Copresident

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. Charles J. Fey, Interim Vice President for Student Affairs
Dr. Patricia C. McCarthy, Vice President for Enrollment Management
Ms. Khatmeh Osseiran-Hanna, Vice President for University Advancement
Ms. Barbara J. Moore, Executive 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
Mr. Christopher P. Noah, Chief Marketing Officer

IUP COUNCIL OF TRUSTEES EXECUTIVE SESSION

The IUP Council of Trustees met in executive sessions on July 17, 2018, August 3, 2018, 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 10, 2018, BE APPROVED.

REPORT OF THE PRESIDENT

Dr. Driscoll indicated that this was the beginning of his seventh year as president of IUP and that each year the university has made strides and has gotten closer to its shared vision. There is still more to do, he said, but the progress is encouraging.

He said the academic year began smoothly, with a class of new freshmen with an average GPA of about 3.25, approximately the same as last year's freshman class.

During his annual fall opening address, Dr. Driscoll pointed out to faculty and staff members that in the last year, IUP has done a good job of breaking through silos to serve students in ways that best respond to their needs. The University College is a perfect example of identifying a deficit. In this case, it's related to mentoring students now being called exploratory—a status formerly known as undecided. While much progress has already been made, the president said the university needs to find ways of doing more collaborative work to ensure students are successful and achieve the best return on their investment.

Dr. Driscoll noted that he shared with the greater campus community information from last year's Alumni Attitude Study, which can help the university understand the effect of its work across the spectrum of time. This study provided data based on age groups. Alumni were asked not only about their opinions of IUP's advancement programs, but also about their impressions of their student experience.

The president said the study clearly showed that alumni love IUP. An impressive 94 percent of survey respondents rated their decision to attend IUP between good and great. They also indicated the university has some work to do on academic experiences, skills and training for career, relationship building with faculty and staff, creating a sense of community, providing student leadership opportunities, and providing more opportunities for students to interact with alumni.

These results are consistent with the findings of other studies conducted by groups like Gallup and Pew Research Group, which have surveyed audiences about the state of higher education across the country.

Dr. Driscoll said that IUP now has a chance to differentiate itself, and while he challenged the faculty and staff to accelerate the hard work, he has also asked and encouraged his senior leadership team to focus on delivering results on initiatives that exemplify student success.

The university was awaiting final enrollment figures, but Dr. Driscoll had some information about how this year's student body was shaping up. The president reported that nearly 1,000 students are affiliated with the military—veterans, active duty, or family members of vets—and would receive attention from the Military and Veterans Resource Center. About 27 percent of students are from diverse backgrounds. About 88 percent come from Pennsylvania. The top two choices of major for incoming undergraduate students are nursing and criminology. The first cohort of the PhD in Business program has 25 students, which reflects IUP's strength as one of Pennsylvania's four public Doctoral/Research universities.

The president said members of the senior leadership team met for a daylong planning meeting over the summer and concluded that while there is a way to go to become the university everyone wishes IUP to be, there is momentum. The public launch of the Imagine Unlimited campaign last spring accentuated that. The university is doing the kind of work that philanthropic investors believe in. There is a need to capitalize on that momentum but do more than ride the wave. IUP needs to *grow* the wave by ensuring the university community provides the mentorship, the rigor, and the life-changing experiences that lead to results.

Dr. Driscoll said that a new year also signals a new beginning for some people.

The State System bid farewell to interim chancellor Karen Whitney and welcomed the new chancellor, Daniel Greenstein, who plans to visit IUP in October. The Board of Governors will also meet in Indiana during that time.

Faculty members who have been promoted—a celebration that recognizes increased service and research in addition to teaching innovation—will be held in September.

Dr. Driscoll noted that Chris Noah has joined the team as IUP's new chief marketing officer. Chris is overseeing the newly established Marketing and Communications Division.

Charles Fey arrived last month to fill in for the retiring Rhonda Luckey. He comes by way of the Registry. And, while the president said he has great confidence in Dr. Fey, filling Dr. Luckey's shoes is not going to be easy—for him or for anyone else. A formal farewell reception for Dr. Luckey is being planned.

The president reported that IUP is reigniting Family Weekend, which has been on hiatus a few years. The university will welcome parents and extended families the weekend of September 22, the same weekend the IUP Athletic Hall of Fame will welcome its new class.

Dr. Driscoll also addressed the year of free speech on campus. While new videos dedicated to the topic will be posted to the IUP Free Speech Project website, many organizations and departments plan to sponsor programming over the course of the year. The Six O'clock Series sponsored "Words: Use Responsibly" during the past week. Next month, Theater-by-the-Grove will present "Fabric of the Nation." There will be other opportunities as well to see programming related to free speech.

Dr. Driscoll invited everyone to Homecoming festivities during the weekend of October 6. Activities will include the all-alumni Crimson Huddle and the game.

The following motion was approved by the Council of Trustees:

THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.

PUBLIC COMMENT

No Public Comment

NEW BUSINESS

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

Election of Committee Chair

David Osikowicz was reappointed chair of the Administration and Finance Committee for the 2018-19 academic year.

The Administration and Finance Committee reviewed and discussed the items appearing on pages 4 through 11 in the Docket Report and in Exhibits 1 through 7, which depict the highlights of the Administration and Finance Division.

May 10, 2018, Committee Minutes

The committee reviewed the May 10, 2018, 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, 2018, THROUGH JUNE 30, 2018, TOTALING \$8,264,824.10, 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. Perfido Weiskopf Wagstaff + Goettel Architects provided a presentation related to the preliminary design of the planned new science building. Also, a presentation was provided related to the annual update of the Kovalchick Convention and Athletic Complex.

Fiscal Year 2018-19 Educational and General Budget

The committee reviewed the Fiscal Year 2018-19 Educational and General Budget. The July 12, 2018, assumptions from Pennsylvania's State System of Higher Education were incorporated in the budget projection. IUP appropriations increased by \$1,782,700, which is the net result from the State System receiving a 3.3 percent increase in funding from the state budget and formula adjustments. The Board of Governors approved a 2.99 percent increase in tuition and an increase of approximately 2.99 percent in the Technology Fee. The performance funding allocation decreased from \$4,455,748 in FY2017-18 to \$3,618,000 in FY2018-19. A budget shortfall of approximately \$8.6 million is projected, based on lower enrollment projections and increases in salaries and wages as per collective bargaining agreements. The administration has balanced the fiscal year 2018-19 budget by implementing a 3 percent personnel reduction (\$4.3 million) in FY2018-19 and utilizing \$1.2 million of operating and Educational Services Fee carryover and \$3.1 million in personnel carryover from FY2017-18.

Emergency Operations Plan

The IUP Department of Public Safety partnered with the Indiana County Emergency Management Agency and its contracted consultant to update the ICEMA plan. The plan was approved by Council of

Trustees resolution on August 3, 2018. Continuity of Operations training with the vendor, BOLD Planning, is slated for its final workshop and review on December 3, 4, and 5. BOLD Planning trainers will provide Cabinet with an overview briefing on December 3 to begin the final planning session. Final IUP Continuity of Operations plans will then be shared with ICEMA as an indicator of IUP's ongoing mitigation efforts across campus. Department of Public Safety planning for IUP Homecoming and associated events is under way. Vendor proposals and final quotes have been processed through Procurement. IUP should begin the replacement of and upgrades to the university's mass notification system this fall semester. The existing mass notification system was tested on September 5. The Department of Public Safety, IT Services, and the Division of Marketing and Communications collaborated to conduct the functional system test. All systems functioned as required.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Election of Committee Chair

Mark Holman was reappointed chair of the Academic Affairs Committee for the 2018-19 academic year.

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:

- **New post-master's certificate in supervision of pupil services approved at the September 17, 2017, meeting of the University Senate**
- **New postbaccalaureate certificate in military geographic competencies approved at the November 7, 2017, meeting of the University Senate**
- **Program name change of the PhD in Composition and TESOL to the PhD in Composition and Applied Linguistics approved at the May 1, 2018, meeting of the University Senate**

The following motion was approved by the Council of Trustees:

THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTIONS APPROVED AT THE SEPTEMBER 17 AND NOVEMBER 7, 2017, MEETINGS OF THE UNIVERSITY SENATE AND THE MAY 1, 2018, MEETING OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Provost Report

Provost Timothy Moerland provided updates on a number of topics within Academic Affairs, including organizational and personnel changes. Dr. Moerland indicated that there are currently three active searches for deans under way and receiving applications. The timelines for each of the searches are staggered by intent. The three areas with searches, in chronological order, are the IUP Libraries, Health and Human Services, and Fine Arts.

Provost Moerland next provided an update regarding the University College, including physical space renovation and operational phase status. The University College has just under 200 students enrolled currently and is planning for upward of 800 next fall. Dr. Moerland highlighted changes departmentally in the Colleges of Education and Communications and Natural Sciences and Mathematics. Within the College of Education, the Department of Adult and Community Education has joined the Department of Professional Studies in Education; and within the College of Natural Sciences and Mathematics, the departments of Mathematics and Computer Science have merged to create the department of Mathematical and Computer Sciences.

Lastly, Provost Moerland shared that Veronica Watson has stepped down from her directorship of the Frederick Douglass Institute to assume leadership of one of the PhD programs within English. The new codirectors of the institute will be Malaika Turner, from the Division of Student Affairs, and Sibyl West, from the Department of Counseling.

College of Education and Communications Update

Lara Luetkehans, dean of the College of Education and Communications, provided an update on the ongoing changes occurring both within the college and within the area of teacher preparation. Dean Luetkehans highlighted both the challenges within the area of teacher preparation as well as IUP's efforts to address the commonwealth's changing educational needs. Dr. Luetkehans shared concerns regarding the ongoing teacher shortages and attrition rates for new teachers, along with diversity challenges faced both by school districts and by teacher preparation programs. The success of efforts by IUP's teacher preparation programs to meet these challenges is highlighted by data obtained from the Pittsburgh Public Schools based on outcomes from its teacher evaluation system. IUP's graduates within the Pittsburgh Public Schools demonstrate a higher retention rate and distinguished rating within this evaluation system. Additionally, IUP's teacher education graduates demonstrate an area of excellence in classroom management, which is a difficult skill for new teachers and which highlights the efficacy of IUP's teacher preparation. Finally, Dr. Luetkehans highlighted grants and initiatives within the College of Education and Communications currently under way to support the goal of preparing teachers to serve *all* children.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

Election of Committee Chair

James Miller was reappointed chair of the University Advancement Committee for the 2018-19 academic year.

The following motion was approved by the Council of Trustees:

RESOLUTION FOR THE NAMING OF THE RHONDA H. LUCKEY CENTER FOR HEALTH AND WELL-BEING

WHEREAS, Rhonda H. Luckey holds a bachelor of arts degree in psychology and a master of science degree in public health from the University of Missouri, as well as a doctor of education degree in higher education administrative and policy studies from the University of Pittsburgh;

WHEREAS, Dr. Luckey began her IUP career as director of the University Health Service, where she began developing the American College Health Association's college health model at IUP and was recognized by ACHA as a Ruth E. Boynton award recipient and fellow;

WHEREAS, Dr. Luckey, after serving in several Student Affairs leadership positions, was appointed vice president for Student Affairs in 2006 and has been a tireless champion for IUP's vision to become a student-centered university;

WHEREAS, family, friends, and colleagues of Dr. Luckey have made philanthropic commitments in her honor, while Dr. Luckey and her husband, Alan, have made their own generous gifts to IUP;

WHEREAS, Dr. Luckey, for 30 years, has served as a profound advocate for students' physical, emotional, social, and spiritual well-being, essential to their holistic development and success;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania recognizes the incredible dedication of Rhonda H. Luckey by naming IUP's Center for Health and Well-Being in her honor.

Approved this 13th day of September, 2018.

Discussion:

The University Advancement Division update began with a report from the vice president, Khatmeh Osseiran-Hanna.

She highlighted the accomplishments of all the units, noting that Advancement Services is now responsible for more than 191,000 constituent records, with more than 127,000 living alumni. That team has processed more than 15,000 financial transactions, in addition to thousands of other types of data entry, including prospect research. The Office of Alumni Relations has officially changed its name to the Office of Alumni and Friends to more accurately represent all the constituents the office works with, including retirees, parents, friends, organizations, and students. The staff engaged more than 3,500 alumni in person and more than 50,000 virtually. In June, new officers of the IUP Alumni Association board of directors were elected: Tracy L. Settle, Class of 1980, president; John A. Simpson, Class of 1979, vice president; Michael J. Moyer, Class of 2004, secretary; and Tonya Anthony-Hsiung, Class of 2000 for her undergraduate degree and Class of 2003 for her master's, treasurer.

For academic year 2017-18, the Imagine Unlimited Campaign for IUP, which went public in April with a new higher goal of \$75 million, raised more than \$37 million in gifts and pledges. To date, the campaign is at \$55.8 million.

For academic year 2018-19, new, exciting initiatives are planned, which include the launch of regional advancement councils in New York, Punxsutawney, Pittsburgh, Indiana, Tampa, Houston, and San Francisco.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Election of Committee Chair

Caleb King was reappointed chair of the Student Affairs Committee for the 2018-19 academic year.

The Student Affairs Committee met today. As Stephen Roach, athletics director, will be leaving the university for a position at Texas A&M, Kingsville, the trustees applauded his achievements in his position at IUP. He and Samantha Traver, who will serve as acting athletics director, provided an update on Intercollegiate Athletics' sports teams and their spring 2018 performances. This resulted in the Student Affairs Committee's recommendation that two resolutions of commendation, for the women's tennis team and for Kaitlyn Beers, softball student-athlete, be approved.

Rhonda Luckey, retiring vice president for Student Affairs, shared the division's 2017-18 outcomes and preliminary plans for the new academic year. Charles Fey, interim vice president for Student Affairs, provided an overview of the fall 2018 Welcome Weekend.

Lou Garzarelli, CEO and executive director of the Student Cooperative Association, Inc., gave an overview of the programs and services provided by the Student Cooperative Association.

REPORT OF THE ENROLLMENT MANAGEMENT COMMITTEE

Election of Committee Chair

Joyce Fairman was reappointed chair of the Enrollment Management Committee for the 2018-19 academic year.

Discussion

Patricia McCarthy, vice president for Enrollment Management, opened the committee meeting by discussing current initiatives within the division. Dr. McCarthy also offered comments on both the fall 2018 and fall 2019 enrollments for the undergraduate, graduate, and Culinary Arts populations.

Dr. McCarthy reminded the group of the demographic challenges that Pennsylvania and the northeastern United States face with respect to high school graduates but indicated that fall 2019 applications and deposits for new freshmen look stronger than last year's. Dr. McCarthy also acknowledged the good work being done with an eye toward increasing retention and persistence of students. The vice presidents for Academic Affairs, Student Affairs, and Enrollment Management have convened a University-Wide Retention and Persistence Committee to ensure implementation and assessment of these activities, with a goal of an 80 percent retention rate by 2022.

Tammy Manko, director of the Career and Professional Development Center, presented the *Graduate First Destination Report: Class of 2017*, highlighting the results of that survey, as well as student and employer engagement. A significant finding in the survey was that 95 percent of respondents indicated they have been "productive" since graduating, and 81 percent are employed in a field of their choice. Dr. Manko also highlighted some of the programs and services offered by the Career and Professional Development Center. Those activities have reached 4,414 students or alumni in the past year. Some of the most popular services offered include career coaching, résumé reviews, and mock interviews. Finally, Dr. Manko discussed this year's Employer Relations Day, in which 25 employers visited the campus and learned the merits of hiring students with an IUP education.

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: JOYCE FAIRMAN AS CHAIR AND JAMES MILLER AND CALEB KING AS MEMBERS.

APPOINTMENTS OF LIAISONS TO THE FOUNDATION FOR IUP BOARD

The following motion was approved by the Council of Trustees:

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

CERTIFYING RESOLUTION: ORDER OF SUCCESSION PLAN

The following motion was approved by the Council of Trustees:

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

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 the president's behalf during an absence, in the event the president is temporarily unable to fulfill responsibilities of the position, 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 13th day of September, 2018.

INDIANA UNIVERSITY OF PENNSYLVANIA
University Order of Succession
2018-19

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. Charles Fey
Title: Interim Vice President for Student Affairs
4. Name: Dr. Patricia McCarthy
Title: Vice President for Enrollment Management
5. Name: Ms. Khatmeh Osseiran-Hanna
Title: Vice President for University Advancement

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 13, 2018.**

ADJOURNMENT

The following motion was approved by the Council of Trustees:

THAT THE MEETING BE ADJOURNED AT 6:00 P.M.

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

On behalf of Mr. Glenn M. Cannon