MINUTES OF THE MEETING OF THE COUNCIL OF TRUSTEES OF INDIANA UNIVERSITY OF PENNSYLVANIA, HELD IN THE PNC ROOM, KOVALCHICK CONVENTION AND ATHLETIC COMPLEX, DECEMBER 5, 2013, AT 5:00 P.M. PURSUANT TO NOTICE GIVEN

Mrs. 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
Dr. Mary Esther Van Shura, Secretary
Mr. James C. Miller, Treasurer
Mr. Glenn M. Cannon
Mr. Aaron R. Douthit
Mrs. Joyce R. Fairman
Mr. Mark A. Holman
Mr. David Osikowicz
Mr. Gealy W. Wallwork

The following council members were absent:

Mr. Jonathan B. Mack, Vice Chair
The Honorable Samuel H. Smith

Ex officio: Dr. Frank T. Brogan, Chancellor of the Pennsylvania 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. Jim 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

IUP COUNCIL OF TRUSTEES EXECUTIVE SESSION

The IUP Council of Trustees met in executive session 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 12, 2013, BE APPROVED.

REPORT OF THE PRESIDENT

Dr. Driscoll commented that the semester is coming to an end and that the university will bid farewell to roughly 2,000 students who will graduate.

The president had welcomed two new trustees to the council in September, Glenn Cannon and Aaron Douthit, and on this day, he welcomed Joyce R. Fairman to her first meeting. He said that the Council of Trustees' meetings today were being held at the Kovalchick Convention and Athletic Complex because of the ongoing construction projects around Sutton Hall.

Groundbreaking for the new Humanities and Social Sciences building was on November 1. This is the first time in many years that IUP has broken ground for an academic building, and this building is very special because the college's programs are an essential part of the undergraduate experience. Every student will pass through the doors of this new facility for his or her English classes alone. While the building's base costs are covered by the Pennsylvania Department of General Services, IUP will continue to raise funds to provide the building with extraordinary features that will help to deliver the best possible experience.

In the next several years, IUP hopes to celebrate a groundbreaking for a similar building for its science programs. In preparation for this, a core group of alumni was formed to act as consultants to ensure this building has all of the features it needs to accommodate future science majors and eventual science community leaders. This group of nine alumni comprises current leaders in the science community and includes the inventor of the drug Somavert and the Goll-Ohio Eminent Scholar at Ohio University, the retired CEO of ExxonMobil Exploration, the Mattie Allen Professor in Cancer Research at the University of Texas Anderson Cancer Center, who is a leader in promoting women in science, and the chairman of the board of a national laboratory. They are accustomed to working in the nation's best facilities, and they will counsel the university well as it plans the design for the building.

Coincidentally, as the Natural Sciences and Mathematics Advisory Board met on campus, IUP biology professor Shundong Bi published an article about his new discovery on when mammals originated on earth—some 50 million years earlier than the science community previously believed. This discovery illustrates that IUP faculty members are true players in the world of scholarship and research.

The president also announced that Luis Almeida, of the Communications Media Department, presented a TEDx talk. TED stands for Technology, Entertainment, and Design, and in this bleeding-edge platform, Dr. Almeida presented to a worldwide online audience, ironically, a talk called "Breaking Free of Technology." His provocative talk centered on his current research, which focuses on the side effects of using computers—in particular, the concept of technology numbness and mental exhaustion. In addition, Dr. Almeida and his students earned an international award for their educational gaming proposal last year. Dr. Almeida's talk can be accessed from the university's home page.

Dr. Driscoll noted that more about faculty research, service, and teaching success and a plethora of good news and accomplishments can be found in the latest editions of *Points of Pride* and *Students in the Spotlight*, a publication dedicated to student accomplishments.

On Veterans Day, IUP thanked veterans for their service at the second annual President's Veterans Day dinner and announced that IUP is allocating $100,000 to create a Military Resource Center.

The center's creation is based on recommendations from the Veterans Outreach Group. It will open in the spring semester and will be located in Pratt Hall. Leaders in IUP's ROTC cadre have volunteered to oversee this center while a search for a director is being conducted.

Veterans, active-duty military members, and their families will find in this new center a point of contact and an advocate for their needs. It will serve as a way-finding system, so that each student's unique inquiry or problem can be mapped out with appropriate partnering offices, such as financial aid, academic advising, the registrar, counseling, and others.

The president stated that IUP is making a concerted effort to establish scholarships and, in the spring, will have an admissions expo event to try to attract more military-affiliated students. For many years, IUP has been designated a Yellow Ribbon Program, and last year it was named a "Best for Vets" institution, both for campus-wide efforts and among business schools. In September, IUP was named a top "Military Friendly School." However, there is still room to improve how the university serves the nation's veterans, particularly since they have served this country so well and honorably.

Dr. Driscoll reported that IUP's cross country teams made an appearance at the NCAA national meet. Nick Patton competed in the men's meet individually, and the women competed as a team and placed 17th. Many of the university's athletics teams had great successes, and IUP is now looking forward to focusing on winter sports.

Among the many gifts from private sources, the president noted that IUP recently received two notable gifts:

- Warren Martin, of Honey Brook, memorialized his wife, the late Eileen Martin, with a scholarship that benefits education majors. He has asked that the amount not be disclosed, but the impact of his generosity is impressive. It will provide selected student teachers with scholarships in excess of $3,200 each for years to come.

- Through a gift of a quarter-million dollars, the Shattuck Family Foundation has started a women's leadership programming fund in honor of Molly George Shattuck, a member of the Class of 1989 who lives in Baltimore and whose book on healthy lifestyles will be published in the next few months.

IUP will continue to strive to increase revenue through gifts, grants, and innovation in the next three fiscal years.

Dr. Driscoll noted that the university continues to fight the tide concerning the effect demographics have on enrollment. Budget shortfalls are projected for the next three fiscal years, through 2017, if IUP does nothing; however, doing nothing is not an option. With the counsel of the University Budget Advisory Committee, the university is planning three years ahead and currently is working to mitigate the shortfall projected for fiscal year 2014-15. IUP will continue to explore ways to increase revenue and cut costs. There are no plans for furloughs or retrenchment at this juncture, and the university is striving for the same for fiscal year 2015-16.

Last spring, a team of students under the guidance of journalism faculty member Michele Papakie gathered data and opinion to help formulate a draft vision statement for the university. Many participants attended a daylong summit in October to provide further opinion and to be sure there was consensus that the vision was indeed the right fit for the university.

More than 400 faculty and staff members, students, alumni, and community members attended the summit to offer their input. From that information, university leadership devised a final draft, which was endorsed by the University Senate. The Council of Trustees was to be asked for its endorsement later in the meeting.

The president said that the vision statement comes at just the right time. A team led by Provost Moerland is working on a strategic plan—the road map that will guide the university in realizing this

vision. At the same time, the Middle States accreditation team is working on a self-study that seeks affirmation of IUP's accreditation.

Dr. Driscoll concluded his report by noting that IUP is a university on the move, and he is proud to work with so many people who love this institution and who are willing to work so hard to enable it to realize this shared vision. He thanked all for their hard work this year and their steadfast support.

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 Mr. Miller, Gealy Wallwork, and Jonathan Mack. On November 15, 2013, 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, 2013. 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, 2013.

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, 2013, 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 1-6 in the Docket Report and Exhibits 1 through 5, which depict the highlights of the Administration and Finance Division.

September 12, 2013, Committee Minutes

The committee reviewed the September 12, 2013, 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 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, 2013, THROUGH SEPTEMBER 30, 2013, TOTALING $15,316,233.49, INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 5 OF THE DOCKET REPORT, BE APPROVED.***

Payoff of Debt, Kovalchick Convention and Athletic Complex

The committee discussed and reviewed the Kovalchick Convention and Athletic Complex debt in private executive sessions.

The following motion was approved:

> ***THAT THE PAYOFF OF DEBT FOR THE KOVALCHICK CONVENTION AND ATHLETIC COMPLEX BE APPROVED.***

Budget Status Report

Dr. Wooten provided a status report regarding the Educational and General budget for the period of July 1, 2013, through November 30, 2013.

2014-15 Proposed Fees

Dr. Wooten provided an overview of the 2014-15 proposed fee summary. A justification booklet containing the supporting documentation of the proposed fees was provided to each member of the Council of Trustees for review. The 2014-15 proposals will be submitted for approval at the March 2014 Council of Trustees meeting.

Performance Funding Results

Barbe Moore provided a review of performance funding dollars received based on the fiscal year 2012-13 results.

Emergency Operations Plan Update

The IUP Department of Public Safety and University Police will be collaborating with Michael Baker Jr., Inc.; Delta Development Group, Inc.; and Vernon Land Use, LLC, to update the hazard mitigation and emergency operations plans. The Baker, Delta, and Vernon firms were selected after a comprehensive search was conducted to provide knowledge and expertise in hazard mitigation. This update is a collaborative effort of the Office of the Vice Chancellor for Administration and Finance and all of the Pennsylvania State System of Higher Education universities. The first meeting with the Baker, Delta, and Vernon firms is currently in the planning stages.

Kovalchick Convention and Athletic Complex Financial Update as of September 30, 2013

Dr. Wooten provided an overview of the Kovalchick Convention and Athletic Complex Project Budget Summary as of September 30, 2013.

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 September 10, 2013, meeting of the University Senate. These revisions are as follows:**
  - **From the Economics Department, the minor in economics and the economics honors track**
  - **From the Accounting Department, the minor in accounting**

- **Program revisions approved at the October 8, 2013, meeting of the University Senate. These revisions are as follows:**
  - **From the Nursing and Allied Health Professions Department, the bachelor of science in clinical laboratory science**
  - **From the Eberly College of Business and Information Technology, the master of business administration—information systems concentration**

- **Program revisions approved at the November 5, 2013, meeting of the University Senate. These revisions are as follows:**
  - **From the Special Education and Clinical Services Department, the bachelor of science in disability services**

- **A new minor: Homeland security from the Political Science Department**

- **The moratorium of the master of arts in Spanish from the Foreign Languages Department**

The following action was approved:

> ***THAT THE ACADEMIC AFFAIRS COMMITTEE APPROVE THE SENATE ACTIONS THAT WERE APPROVED AT THE SEPTEMBER 10, OCTOBER 8, AND NOVEMBER 5, 2013, MEETINGS OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.***

Comments by Dr. Moerland

Provost Moerland reported on the activities related to IUP's Middle States reaffirmation in 2015-16. The co-chairs of the Middle States Steering Committee attended the Self-Study Institute in early December. It was clear both formally and informally that IUP's efforts are superb, with recognition both by other attendees and the Middle States representatives. We are on track and, in fact, ahead of where others are in this effort. Draft research questions will be finalized within the next two weeks, which will form the backbone of our self-study document. Debra Klinman, IUP's Middle States liaison will be on campus in late February to provide feedback on our self-study design proposal. Dr. Klinman will be meeting with a number of key constituents, including representatives from Council of Trustees, during that visit. Provost Moerland also shared good news regarding IUP's PsyD in Clinical Psychology program. This program was recently recognized in a national

data-driven analysis of program quality as a "hidden gem" among clinical psychology training programs in the US. Of the programs recognized, the majority were PhD programs, with IUP having the only PsyD program recognized.

Landscape of Teacher Education

Lara Luetkehans, dean of the College of Education and Educational Technology, gave an informative overview of the changing landscape of teacher education and IUP's strategies and efforts to respond to those changes. These include the increased focus by the federal government on teacher quality and accountability and its impact on students, along with the increasing standards on entering and exiting students into teacher education programs by the state. Dean Luetkehans outlined the strategies and efforts in IUP's teacher education programming to address changing student recruitment guidelines, teacher preparation including curricular changes, high stake testing and assessment literacy, along with the ongoing professional development of both the students and higher education faculty and the changes in teacher performance evaluation.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

The Student Affairs Committee met today and reviewed information presented in the docket, pages 120 through 121, regarding the Student Cooperative Association's Summary of Strategic Plan 2013-18 and 2013 Economic Impact Study.

Frank Condino, athletic director, presented three resolutions of commendation for approval: student-athlete in football, De'Antwan Williams; student-athlete in cross country, Nick Patton; and the women's cross country team.

Rhonda Luckey, vice president for Student Affairs, shared with the committee progress on Student Affairs Division initiatives this fall.

Dennis Hulings, executive director and CEO of the Student Cooperative Association, Inc., and David Piper, chairperson of the Executive Board of the Student Cooperative Association, made a presentation regarding the Student Cooperative Association's 2013-18 Strategic Plan and 2013 Economic Impact Study, including the viewing of a video. The strategic plan has four key themes: facilities and property expansion, funding and allocation, technology, and bookstore/media. The economic impact study found that the Student Cooperative Association in 2012 had a direct and indirect economic impact of $21 million on Pennsylvania and $13.8 million on Indiana County.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

Bill Speidel, vice president for University Advancement, introduced the newest member of the division's development team, Mark Spitzer. Mr. Spitzer came to IUP on October 1 as the development officer for the College of Health and Human Services. For the past five years, he served as the director of development for the University of Pittsburgh School of Medicine/UPMC.

Mr. Speidel shared quarterly highlights of the division's activities and significant gifts. He presented a revised fund-raising report that showed private gifts and pledges just under $2 million through the third week of November.

A Thanksgiving e-card sent to 38,000 recipients just before Thanksgiving was shared. All components of this message of thanks—including photography, music, e-mail template artwork, and design—were created by IUP students.

Mr. Speidel; Bonnie Juliette, development officer; and Deanne Snavely, dean of the College of Natural Sciences and Mathematics, gave a review of the Natural Sciences and Mathematics Advisory Board session. This advisory board consists of IUP graduates with very successful careers in the sciences and mathematics. They were invited to campus in October to provide advice on the future of the sciences at IUP, which includes input on the design of a new building. This group will continue its involvement with a return visit in the spring.

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. In addition, information about the return on investment for new recruitment initiatives involving name buys and segmentation of prospective students was shared.

Michael Husenits, director of Admissions, presented information about the conceptual framework used by Undergraduate Admissions to recruit prospective students to IUP. Included in his presentation was a summary of recruitment events and activities conducted for the 2012-13 recruitment year.

Michael Powers, director of Electronic Communications, reviewed fall 2013 online marketing efforts and gave a preview of expanded online marketing plans for spring 2014.

Michelle Fryling, executive director of Communications and Media Relations, presented results of a survey developed to determine effectiveness of the fall advertising campaign. She also presented the first cut of the most recent video produced for admissions.

OTHER BUSINESS:

RESOLUTION OF ENDORSEMENT: THE VISION FOR IUP'S FUTURE

WHEREAS, Indiana University of Pennsylvania's president, Michael Driscoll, drew upon the internal strengths of the institution and engaged a team of IUP journalism students, led by Michele Papakie, department chairperson, to draw from the university's fundamental purpose, share openly its core values, and, together with other IUP stakeholders, create a vision for what they ideally want the university to become;

WHEREAS, this Strategic Visioning Team facilitated group interviews and managed brainstorming sessions of more than 450 students, faculty and staff members, alumni, community leaders, and local business owners, during which the team guided participants through an analysis of the university's strengths, weaknesses, opportunities, and threats and asked questions about what makes IUP distinctive and what they would like to see the university celebrate at its sesquicentennial celebration in 2025;

WHEREAS, the Strategic Visioning Team distilled the information it collected into key themes, which formed the basis of a draft vision for the university's future and led to a culminating event, the Strategic Visioning Summit, on October 28, 2013, attended by more than 400 faculty and staff members, students, alumni, and community members;

WHEREAS, the summit's keynote speaker, Richard Morrill, spoke about the importance of engaged planning, especially in these times of dramatic change for public higher education, and encouraged

IUP to become a national model of a successful comprehensive doctoral university for the 21st century;

WHEREAS, with the help of 30 facilitators, process monitors, and scribes, the summit's 10 breakout groups provided nearly 40 pages of feedback on the draft vision, which will help guide strategic planning efforts over the next 18 months;

WHEREAS, based on feedback from the summit, university leadership further refined the statement, which the University Senate endorsed as follows:

THE VISION FOR IUP'S FUTURE

Indiana University of Pennsylvania is a community where teaching, research, and service empower students to become innovative leaders while enhancing communities throughout the world. Remaining true to its traditions, IUP assesses society's needs and opportunities and meets them.

Students are hardworking, ready to learn, and come from diverse cultures, places, and backgrounds. Energetic, dedicated, and diverse staff and faculty members welcome them to a personal, vibrant college home. Students participate in many intentional and interconnected learning experiences in their studies, in their lives, and in the world.

Professors are active scholars and teachers in their disciplines who work together to expand their impact. They engage students in carefully designed open-ended, hands-on experiences to reinforce and enrich what students learn in the classroom. Professors use technology to enhance student learning and augment the face-to-face and peer-learning experiences that are the foundation of excellent education.

Alumni say their student experience was the best preparation for work and life. They continue to find joy in the bonds they built as students and the new connections they make with faculty and staff members, students, and other alumni. They are proud and they choose to invest in IUP's future.

IUP and the communities it serves work together to build a strong society and robust economy. IUP uses partnerships and activities to connect community members, students, faculty and staff members, and alumni, building a commitment to their shared future.

IUP Values

- Demonstrating an excellent return on educational investment
- Knowing students as individuals who work closely with faculty and staff members
- Responding to the needs of students and society with a range of innovative programs and scholarship
- Employing evidence in decision making and in demonstrating results
- Drawing on IUP's tradition in Indiana and western Pennsylvania to serve students worldwide
- Enjoying historic, inspirational, and functional campuses and facilities
- Using technology to reach place-committed students and enhance learning for all
- Celebrating engaged, successful alumni

NOW, THEREFORE, BE IT RESOLVED, that the IUP Council of Trustees endorses this vision statement, which will guide the strategic planning process and contribute to the self-study process for reaffirming the university's accreditation.

Approved this fifth day of December, 2013.

The following motion was approved:

THAT THE RESOLUTION OF ENDORSEMENT FOR THE VISION FOR IUP'S FUTURE BE APPROVED.

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved:

THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD ON MARCH 13, 2014.

ADJOURNMENT

The following motion was approved:

THAT THE MEETING BE ADJOURNED AT 5:55 P.M.

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