

**MINUTES OF THE MEETING OF THE COUNCIL
OF TRUSTEES OF INDIANA UNIVERSITY OF
PENNSYLVANIA, HELD AT THE KOVALCHICK
CONVENTION AND ATHLETIC COMPLEX,
THURSDAY, SEPTEMBER 8, 2022, AT 5:00 P.M.,
PURSUANT TO NOTICE GIVEN.**

Samuel H. Smith, chair of the IUP Council of Trustees, called the meeting to order.

The following council members were present:

Mr. Samuel H. Smith, Chair
Mr. Mark A. Holman, Vice Chair
Mrs. Jennifer E. Baker
Mr. A. Tim Cejka

Mrs. Susan S. Delaney
Ms. Maura King*
Mr. David Osikowicz
Mrs. Anne White

*Ms. King did need to be excused briefly for the two morning committee meetings. However, she returned for the remainder of the day and did attend the public meeting.

The following council members were excused:

Mrs. Joyce R. Fairman, Secretary
Mrs. Laurie A. Kuzneski, Treasurer*
Mr. Nathan T. Spade

*Mrs. Kuzneski did attend most of the meetings throughout the day but needed to leave early. She was not present for the last two committee meetings, the afternoon executive session, and the public meeting.

The following advisory group members were invited to attend:

Dr. David M. Piper, IUP Senate Chair
Mrs. Regina Stover, Foundation for IUP Board President
Ms. Tonya Hsiung, IUP Alumni Association Board President
Dr. Dennis Frketich, IUP APSCUF President
Mrs. Erin Fritz Wood, SCUPA Copresident
Ms. Koga Chilume, IUP Graduate Student Assembly President
Ms. Abigail Hancox, IUP Student Government Association President

Ex officio: Dr. Daniel Greenstein, chancellor, Pennsylvania's State System of Higher Education, was not present.

The following university administrators attended:

Dr. Michael A. Driscoll, President
Dr. Lara Luetkehans, Provost and Vice President for Academic Affairs
Dr. Debra Fitzsimons, Vice President for Administration and Finance
Dr. Thomas C. Segar, Vice President for Student Affairs
Dr. Patricia C. McCarthy, Vice President for Enrollment Management
Ms. Khatmeh Osseiran-Hanna, Vice President for University Advancement
Mr. Chris Noah, Chief Marketing Officer
Dr. Hilliary Creely, Dean, School of Graduate Studies and Research
Ms. Elise Glenn, Chief Diversity and Inclusion Officer/Title IX Coordinator
Mr. Chris Kitas, Executive Director, Institutional Research, Planning, and Assessment
Dr. Francisco Alarcón, Professor and Chair, Department of Mathematical and Computer Sciences

IUP COUNCIL OF TRUSTEES' EXECUTIVE SESSIONS

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

READING AND CONSIDERATION OF THE MINUTES

The following motion was approved by the IUP Council of Trustees:

THAT THE MINUTES FROM THE QUARTERLY MEETING OF THE IUP COUNCIL OF TRUSTEES HELD ON MAY 5, 2022, BE APPROVED.

REPORT OF THE PRESIDENT

President Driscoll opened by saying that the council of trustees attended IUP Day for a short time in the afternoon to see the students. He went on to say that IUP's 147th year of educating students who will go on to change the world has begun, and there is a lot to be excited about.

There is an energy in the air when new students arrive that can be felt, he said. Through Welcome Week programming and the Crimson Scholars Circle, they arrived a little early to get acclimated to college life so they could hit the ground running when classes began. It will be exciting to see them grow as they begin their IUP journey, Dr. Driscoll said.

There is also an energy from returning students, the ones who have continued to work hard and help each other stay on their path toward commencement, he said. IUP is proud of what the students have done so far and looks forward to the amazing things they will soon accomplish.

IUP is also confident in the success of its students because of the work done to focus on being a student-centered university, Dr. Driscoll said. There have been some changes recently to the IUP campus that reflect this drive, and there have also been some changes to processes and curriculum to better support students and their needs.

These changes range from a restructured IUP Libraries, where several student-facing offices have been moved, to a revamped check-in process for on-campus students that made their day simpler and less stressful by having all the help they needed, all in one spot, at the Kovalchick Complex.

IUP is in the planning stages of another initiative that will put students' needs first. Thanks to some great legwork by the University Planning Council, IUP has begun creating a task force charged with the design and creation of a new Student Success Infrastructure, which will serve as a proactive support system for all students, Dr. Driscoll said. It will be staffed by people with backgrounds and interests in student support who will be tasked with identifying students who have early academic indicators that may lead to difficulties further along in their academic career, rather than waiting for those student to fall far behind and to need to be rescued.

A complementary element of this infrastructure would include an advocacy approach for all students, a guarantee they have a specific individual—a "case manager"—helping them to answer their questions and monitoring their progress to make certain that the loop has been closed to meet their needs. This will create a single point of contact for students and families, to ensure the help they received has been beneficial and that necessary steps have been completed to resolve all questions.

Things like these are the heart of what it means to be student centered, Dr. Driscoll said. It is IUP's goal to be a student-centered university, not just a university filled with student-centered

individuals. The distinction there is that IUP must be united in this effort, and he believes it can be. Student-centeredness is the North Star that will guide IUP to a brighter future, he said.

The future is an often-discussed topic at IUP. Things are challenging now, and they could be even more challenging as IUP progresses, but he believes it is headed for better days.

He emphasized the fact that IUP's incoming class of students this year is larger than last year's and how that gives him hope. That needle is moving in the right direction. But the retention rate, currently around 70 percent, must be addressed, to make sure students know they are supported so they don't abandon their goals and leave IUP before they graduate.

Overall enrollment is projected to come in between 8,800 and 8,900 students, which is a drop from last year. But IUP is facing possibly the most difficult time in decades for recruiting and retaining students. A dwindling Pennsylvania population, particularly in terms of young people, has made things hard enough. But the cost of attending has also proven to be a roadblock, so another reason for hope is IUP's decision to reduce tuition for in-state, undergraduate students by almost 20 percent. It certainly is student centered. Although it will cost IUP revenue in the short-term, the belief is that the long-term payoff will be seen when students see and hear about the value not just of an education, but of an IUP education, and they want to be a part of this world. Some amazing things are done here, and always will be, Dr. Driscoll said.

While IUP is working hard to rein in spending and maximize revenue to improve its financial footing, there was a boost over the summer when the state legislature approved, and Governor Wolfe signed, the fiscal year budget that included a dramatic increase in funding for Pennsylvania public higher education. The 15.7 percent increase—from \$477.5 million to \$552.5 million—will help all of Pennsylvania's State System of Higher Education. Here, the funding, plus the one-time federal funding from COVID itself, will be used to address some of the problems and to do what needs to be done to help students succeed. IUP is still in the planning and organization stage of this, but it is exciting to have such a show of faith by the legislature, the governor, and the people of Pennsylvania, President Driscoll said.

A draft of the university's latest Comprehensive Planning Process document is in the final stages of preparation and will be submitted to the Office of the Chancellor next week. It provides a better picture of IUP's financial status. The draft was discussed with the University Budget Advisory Committee last week and with the council of trustees earlier today. As work continues on the plan, IUP will be transparent. But it's a map for IUP as it works to ensure the bright future that's expected, the president said.

Part of that future revolves around Kopchick Hall, which is under construction on the edge of the Oak Grove. The hope is to start classes there in the fall of 2023. He said "hope," because all sorts of projects have been delayed because of supply-chain issues. Honestly, he said, he won't be surprised if things are a little delayed. In any case, it doesn't taper excitement for the building and the possibilities contained in it. Some truly amazing and important things will be done in Kopchick Hall, and he said he can't wait to see them.

While Kopchick Hall stands on the physical footprint of the former Jane Leonard Hall, nothing can fill Aunt Jane's proverbial shoes. That's why, in October, IUP will celebrate the official renaming of what used to be the Humanities and Social Sciences building as the new Jane Leonard Hall, which is fitting, because it houses many of the same faculty and classes that were in the older Leonard Hall.

The Eberly College of Business is getting ready to welcome a new dean. Thanks to great work over the summer by the search committee, chaired by Kopchick College Interim Dean Steve Hovan, three finalists will be visiting campus, with the first one arriving for a campus visit next week.

Thanks also go to Prashanth Bharadwaj for his continued service as interim dean. "Thank you, Prashanth," Dr. Driscoll said.

Faculty, staff, and students will benefit from some recent exciting news, he said. The university learned last week that IUP has been approved for a \$1 million project grant as part of the Southwestern Pennsylvania New Economy Collaborative's \$62.7 million federal Build Back Better Regional Challenge from the US Economic Development Administration.

Four IUP projects are part of the grant: the Data Analytics/Computer Science AI Platforms and Resources, the Safety Science AI and Robotic Research, the Geological-Geospatial Intelligence, and, last, the STEAMSHOP, IUP's research space, Dr. Driscoll said.

This is great news for the researchers and for the rest of the community that benefits from their work.

Student-athletes began coming back in July to prepare for the fall sports season. IUP has high hopes for them, but the standard they set for themselves is always higher, he said.

IUP Athletics has welcomed three new head coaches to the family and is about to add a fourth. Noreen Herlihy is here to coach women's soccer, Kelly Terwilliger will guide the field hockey team, and Lorelle Hoyer is coaching the volleyball team.

As many know, Tom McConnell retired over the summer after eight seasons as women's basketball coach, and IUP thanks him for his service to the university and to his team, Dr. Driscoll said. IUP is close to naming a new head coach, and that person will surely appreciate the time and effort Tom put into turning the program into one of the best in the land in Division II.

IUP expects great things this fall from all its teams, not just on the playing fields and courts, and in pools, but in the classroom and community, he said. Last year, IUP student-athletes had a combined grade point average of 3.4, which is the best single-semester GPA they have ever had. The university also had a school-record 274 student-athletes earn PSAC scholar-athlete awards for their success.

Student-athletes make IUP proud in many ways, but the way they juggle practices and games with classes and lab work is inspiring, he said as he congratulated them.

President Driscoll closed by applauding Abby Hancox, a student in the Cook Honors College who is majoring in pre-law with a minor in homeland security. Over the summer, Abby was confirmed to serve as a member of the Pennsylvania State System Board of Governors.

Abby attended her first board meeting in July, and the IUP community looks forward to seeing her work to advocate the student voice in Pennsylvania. Dr. Driscoll said, "She is a bright and talented young person—that's an incredible understatement—and we are proud to call her our own. Congratulations to Abby, and thank you for your service to IUP and our community."

The following motion was approved by the IUP Council of Trustees:

THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.

PUBLIC COMMENT

There were no public comments.

NEW BUSINESS

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

Election of Committee Chair

Tim Cejka was reappointed chair of the Administration and Finance Committee for the 2022-23 academic year. Mr. Cejka presented the following report:

The Administration and Finance Committee reviewed and discussed the items appearing on pages 1 through 10 in the Docket Report and in Exhibits 1 through 6, which depict the highlights of the Administration and Finance Division.

PRESENTATION: Comments by Vice President

Vice President Debra L. Fitzsimons presented action and discussion items related to the Administration and Finance Committee. She provided comments about the general business, administrative, and financial operations of the university. Highlights included business process improvement projects in the Administration and Finance Division, the Kovalchick Convention and Athletic Complex financial report, a summary of endowment performance, and information from the June 6, 2022, Annual Facilities Inspection Report. Presentations from Facilities Maintenance and Operations, Planning and Construction, and the Cogeneration Plant were also provided.

PASSHE Total Fiscal Year 2022-23 Commonwealth Appropriated Line Items

Jodie Cadile presented the commonwealth appropriated line items. The State System Board of Governors approved a \$75-million increase in the System's Educational and General appropriation, for a total of \$552.5 million.

Kovalchick Convention and Athletic Complex Fiscal Year 2021-22 Financial Update as of June 30, 2022

Sam Phillips provided an overview of the Kovalchick Convention and Athletic Complex project budget summary as of June 30, 2022.

Endowment Performance Summary for Fiscal Year 2021-22

Bill Buttz provided an overview of endowment performance. The combined university and Foundation for IUP endowments decreased to \$81.5 million (by 8.8 percent) for the year that ended June 30, 2022. The negative returns were consistent with the benchmark market negative returns in equity and fixed income indices.

Annual Facilities Inspection Recap

Sam Phillips provided an overview of the annual facilities inspection that took place June 6, 2022.

Facilities Maintenance and Operations, Planning and Construction

Sam Phillips, Mitch Pepper, and Larry Miller presented updates on Facilities Maintenance and Operations and on Planning and Construction.

Cogeneration Plant Update

Sam Phillips and Jodie Cadile presented updates on the Cogeneration Plant.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Election of Committee Chair

Mark Holman was reappointed chair of the Academic Affairs Committee for the 2022-23 academic year. Mr. Holman presented the following report:

Approval of IUP-APSCUF Representative Council Actions

The Academic Affairs Committee recommends that the following actions, which have the endorsement of the president and the provost, be approved:

- Program revisions approved by the IUP-APSCUF Representative Council at its October 2021 meeting as follows:
 - From the Department of Music, revision of the
 - Bachelor of Arts in Music
 - From the Department of Anthropology, revision of the
 - Archaeology Track
 - Cultural Competencies Certificate
- Program moratorium approved by the IUP-APSCUF Representative Council at its February 2022 meeting as follows:
 - From the Department of Communication Disorders, Special Education, and Disability Services
 - Autism Spectrum Disorder Certificate

The following motion was approved by the IUP Council of Trustees:

THAT THE COUNCIL OF TRUSTEES APPROVE THE IUP-APSCUF REPRESENTATIVE COUNCIL ACTIONS WHICH WERE APPROVED AT THE OCTOBER 2021 AND FEBRUARY 2022 MEETINGS OF THE IUP-APSCUF REPRESENTATIVE COUNCIL AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Provost Luetkehans introduced Hilliary Creely, dean of the School of Graduate Studies and Research, and Tracy Eisenhower, associate director of the IUP Research Institute. Together, they provided an update on IUP's research enterprise, noting key performance indicators with sponsored projects for the 2021-22 academic year. Overall, it was a highly productive year. IUP increased its proposals submitted, successful awards, dollars requested, dollars awarded, and revenue to cover indirect costs. The presenters also shared that 2022-23 promises to be another banner year. IUP received its largest award in IUP Research Institute history—a federal grant that will support a western Pennsylvania consortia of IUP and six community college partners to build a pipeline of cybersecurity professionals. This all comes at a time when IUP is identifying “elevating research” as one of the strategic priorities for a future 150th anniversary comprehensive campaign.

Drs. Creely and Eisenhower also reviewed the IUP Research Institute's efforts to provide shared services to other State System schools, PennWest and Commonwealth University of Pennsylvania.

They continued with how IUP and the IUP Research Institute are collaborating to reinstate the Applied Research Lab, under the leadership of new director Paul Hawkins. The ARL is gearing up to support faculty, staff, and student researchers with data analysis and program evaluation support. The presentation ended with an update on the Office of Undergraduate Research and issues related to research compliance.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Election of Committee Chair

Maura King was appointed chair of the Student Affairs Committee for the 2022-23 academic year. Ms. King presented the following report:

The Student Affairs Committee met today with Vice President for Student Affairs Tom Segar.

The meeting began with opening remarks about the Student Affairs Division.

An update on the Crimson Scholars Circle (CSC) program was presented by members of the CSC Team, led by Vice President Segar. It began with a review of what the CSC is about and its purpose. Details of CSC students in cohort 1 (2021-22) and cohort 2 (2022-23) included information on the number of student scholars and mentors enrolled and on their activities. The program involved the collaboration of several areas of the university, including Admissions, Marketing and Communications, Student Affairs, University Advancement, and the University College. An analysis of data for cohort 1 indicated higher fall-to-fall retention and spring 2022 grade point averages in comparison to similar students who were not in the program. Lessons learned from cohort 1 were used for planning and implementation of the Early Immersion Week and daily schedules for the CSC students in cohort 2. The presentation ended with student testimonials lauding the program.

Athletics Director Todd Garzarelli provided an update on IUP Athletics for fall 2022.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

Election of Committee Chair

Jennifer Baker was reappointed chair of the University Advancement Committee for the 2022-23 academic year. Mrs. Baker presented the following report:

The University Advancement Division, under the leadership of Vice President Khatmeh Osseiran-Hanna, noted continued progress in meeting goals for fiscal year 2021-22. Despite the numerous transitions over the past year, the team has maintained an upward trajectory overall. Cash gifts amounted to nearly \$7 million, and planned gifts of more than \$12 million were received, giving a total of \$19 million raised in fiscal year 2021-22.

Communications sent to IUP's alumni base, such as the Leadership Society newsletter, the volunteer newsletter, and the alumni newsletter, continue to show improved open rates. This results in an increase in the engagement score, due to deeper and more meaningful involvement of alumni with their alma mater.

A new initiative has been added for incoming freshmen in hopes of acclimating these students to the alumni base and their fellow students, showcasing the home of the alumni office, and helping to create networking opportunities. A successful, well-attended New Hawk Welcome took place Monday, August 15, at Breezedale.

A part of Welcome Week, Meet the Hawks was held at IRMC Park and was full of energy and enthusiasm, with more than 300 community members and students participating. The event was a collaboration with Downtown Indiana and the Chamber of Commerce. The Talon Ticket Discount Program for students was launched, with more than 25 local businesses participating.

A few important events to note for the fall semester include the 9/11 Remembrance Ceremony in the Oak Grove on Monday, September 12; Homecoming activities, set for Saturday, October 1; and something new this year at the Crimson Huddle—live entertainment provided by the Steel City Yacht Club.

Vice President Osseiran-Hanna and the director of Strategic Partnerships, Chris Koren, were presenters at a national conference for National Academic Corporate Relations Officers (NACRO) in July.

Goals for the upcoming academic year include increasing corporate and foundation relations and raising the university profile with select key external partners.

The Foundation for IUP awarded more than 2,300 scholarships for the fiscal year, totaling more than \$4.6 million.

ENROLLMENT MANAGEMENT COMMITTEE REPORT

Election of Committee Chair

Joyce Fairman was reappointed chair of the Enrollment Management Committee for the 2022-23 academic year. Mr. Holman presented the following report on behalf of Mrs. Fairman:

Patricia McCarthy, vice president for Enrollment Management, opened the committee meeting by providing information and highlights about enrollment for the fall 2022 semester. She also provided an update on the recruitment of new undergraduate, graduate, and culinary students for fall 2023.

Tiffany Potts, director of Financial Aid, presented her vision for aligning the Financial Aid office with the IUP Strategic Plan by providing an even more student-focused, individualized, and efficient experience for current and prospective students. Engaging students and staff and removing barriers for students are two key priorities that will ensure the office is meeting students when and where they are and is helping students successfully navigate the inherent complexities of the financial aid process.

Mrs. Potts discussed some specific changes in the ways the Financial Aid office will provide services, including significantly transforming the communication methods used with prospective and current students, offering more individualized services to students, and integrating important financial aid information into IUP's early alert system for students. Mrs. Potts also provided examples of how the Financial Aid office staff are implementing diversity, equity, and inclusion strategies into their work. She concluded her presentation with her plans for the professional development of staff and how changes to the staffing structure within the Financial Aid office will positively impact student success. Assessment and evaluations will be conducted to monitor student satisfaction and engagement with the office to positively impact the recruitment and retention of students at all levels.

OTHER BUSINESS

Certifying Resolution—Order of Succession Plan

The resolution reads as follows:

WHEREAS, Board of Governors Policy 1983-14-A: *Appointing Interim and Acting Chief Executive Officers* requires that each State System university president 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 the president's 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 Indiana University of Pennsylvania’s executive management team to act on the president’s behalf in the president’s 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*.

**INDIANA UNIVERSITY OF PENNSYLVANIA
University Order of Succession
2022-23**

1. Name: Dr. Lara Luetkehans
Title: Provost and Vice President for Academic Affairs
2. Name: Dr. Debra Fitzsimons
Title: Vice President for Administration and Finance
3. Name: Dr. Thomas Segar
Title: 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

The following motion was approved by the IUP Council of Trustees:

THAT THE COUNCIL OF TRUSTEES APPROVE THE CERTIFYING RESOLUTION—ORDER OF SUCCESSION PLAN AS REQUIRED BY BOARD OF GOVERNORS POLICY 1983-14-A: APPOINTING INTERIM AND ACTING CHIEF EXECUTIVE OFFICERS.

Approval of President Michael A. Driscoll’s 2021-22 Triennial Evaluation Report

The IUP Council of Trustees reviewed and discussed President Driscoll’s Annual Review Report during executive session.

The following motion was approved by the IUP Council of Trustees:

THAT THE 2021-22 TRIENNIAL EVALUATION REPORT FOR PRESIDENT MICHAEL A. DRISCOLL BE APPROVED AS SUBMITTED.

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved by the IUP Council of Trustees:

THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD DECEMBER 8, 2022.

Chair Smith closed by thanking everyone. He commented that there is a lot of information and a lot going on at the surface and behind the scenes. This is a good time to stay focused on our mission.

ADJOURNMENT

The following motion was approved by the IUP Council of Trustees:

THAT THE MEETING BE ADJOURNED AT 5:34 P.M.

Mrs. Joyce R. Fairman
Secretary, IUP Council of Trustees

On behalf of Mrs. Joyce R. Fairman