

**MINUTES OF THE MEETING OF THE
COUNCIL OF TRUSTEES OF INDIANA
UNIVERSITY OF PENNSYLVANIA, HELD
AT THE IUP NORTHPOINTE CAMPUS ON
THURSDAY, MARCH 22, 2018, AT 5:00
P.M., PURSUANT TO NOTICE GIVEN**

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

The following council members were present:

Mr. Samuel H. Smith, Chair
Mr. Glenn M. Cannon, Secretary
Mr. Caleb N. King

Mr. James C. Miller
Mr. David Osikowicz

The following council members participated and voted via conference phone:

Mrs. Susan S. Delaney
Mrs. Joyce R. Fairman, Treasurer

The following council members were excused:

Mr. Mark A. Holman
Mr. Nathan T. Spade

The following university administrators were 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
Ms. Khatmeh Osseiran-Hanna, Interim Vice President for University Advancement
Dr. Patricia McCarthy, Vice President for Enrollment Management
Ms. Barbara J. Moore, Director of Institutional Research, Planning, and Assessment
Mrs. Robin A. Gorman, Executive Assistant to the President for Government and Community Relations
Dr. Pablo B. Mendoza, Assistant to the President for Social Equity

IUP COUNCIL OF TRUSTEES EXECUTIVE SESSIONS

The IUP Council of Trustees met in executive sessions today 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:

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

REPORT OF THE PRESIDENT

Dr. Driscoll reported that the university has received and is considering a set of recommendations for diversity training, and sessions will be scheduled in the next academic year. More visibly, the campus community celebrated the opening of the new Center for Multicultural Student Leadership and Engagement, and the President's Commission on Diversity and Inclusion made the draft Diversity Action Plan available to the university community for comment. The plan will be shared with the Council of Trustees today for its endorsement. The president emphasized that the document will be fluid as new initiatives are identified and IUP finds ways to improve upon a very good foundation.

The president said that both the new center and the action plan symbolize a collaborative spirit and IUP's continued commitment to diversity and inclusion, something that is both right and just for students and faculty and staff members.

Dr. Driscoll said that the university owes students the opportunity to develop an appreciation for what commonalities and differences between people could mean in the workplace and in communities. The university owes them an experience that exposes them to different perspectives and that reflects what their future employers will expect—that they know how to build better teams, how to navigate circumstances that are new and different to them, and how to find solutions to problems that plague everyone.

In many ways, the elements that have led to the nation's current state of polarization have robbed from society an appreciation for civil discourse about differences in belief sets, the president said. He believes this has impeded basic rights of free speech to discuss topics from the entire spectrum of ideas—even uncomfortable ones.

Because universities are expected to generate knowledge and thought in an inclusive environment, impeding discourse and discussion about any topic is contrary to IUP's mission. Diversity and inclusion at IUP means the inclusion of all people, who have a fundamental right to express their ideas. In line with the "IUP way," ideas should be expressed with respect and civility, and all ideas should be subject to consideration and criticism that are informed, civil, and respectful. In practice, this is sometimes easier said than done, and the university is continuing to work on this important topic.

In the Academic Affairs Committee report, more information about the new University College will be provided, Dr. Driscoll said. This new initiative brings to students, especially uncertain students, a level of safety that will go a long way in helping them stay in school and achieve their dreams.

The president acknowledged and thanked those who worked on the Task Force on Undergraduate Retention and Persistence. Because of their hard work, the university has more insight into how to improve the current student experience. Certainly, the University College is part and parcel in the task force's findings.

The budget outlook at the moment is steady, Dr. Driscoll said. IUP continues to make adjustments to balance the budget by drawing on central reserves and projections for the future, based on credit hour enrollment projections.

Dr. Driscoll said that the university is close to filling open senior management positions. The university has advertised for a new chief marketing officer, and three final candidates for the vice president for University Advancement position are in the midst of campus interviews.

The I-ACT committee has been hard at work in anticipation of upcoming unsanctioned celebratory events. Dr. Driscoll said he is glad to see more students rejecting, rather than embracing, what occurs. He also mentioned a new initiative called IUP Leads, which engages IUP student groups to produce and place peer-to-peer messaging in signs and in social media. IUP hosted a stakeholders meeting, open to anyone, to discuss strategies and share information.

IUP is nearing the end of the leadership phase—also known as the *quiet* phase—of its comprehensive campaign, Dr. Driscoll reported. The results are fabulous, and an announcement soon will be made.

The president noted that, later in the meeting, the trustees would be asked to approve a resolution to name the Literacy Center in honor of Bill and Judy Scheeren, who have committed more than a million dollars for initiatives in the College of Education and Communications. A generous portion of that gift funds the Literacy Center. The Scheerens are lifelong educators who serve on the college's Advancement Council. IUP is grateful for all they do for the university.

In response to last year's review by NCHEMS (National Center for Higher Education Management Systems), the State System redesign is in full swing, with several task groups hard at work. They are examining board policies and State System procedures, finding ways to leverage each university's strengths, and zeroing in on the reason any of the universities exist—to make sure students succeed.

As the State System's Board of Governors has begun granting flexibility to the universities to set tuition rates, all 14, including IUP, can find ways to set prices and provide financial aid in response to the needs of students and to address challenges and opportunities. Having this flexibility puts each university in the driver's seat as it works to best serve its students.

Curriculum decisions have been streamlined, Dr. Driscoll reported. IUP's new Master of Arts in Strategic Communication was the last program to be approved under the previous Board of Governors approval process—another benefit of the State System redesign. Many professionals are seeking a program like this one.

Going forward, a new delegation of authority expands upon the streamlined curricular process put into force more than a year ago, the president said. Getting high-quality programs into place is key to the university's agility in serving students and the region.

Dr. Driscoll mentioned that several IUP students took time away from their class schedules last month to rally in Harrisburg in support of their own education. When students take responsibility for the factors that affect their lives, it is a sure signal that IUP's brand of education shapes the whole student.

The following motion was approved:

THAT THE REPORT OF THE PRESIDENT BE ACCEPTED.

PUBLIC COMMENT

Brian Swatt, president of the Student Government Association, provided an update on the SGA's most recent activities.

NEW BUSINESS

REPORT OF THE ADMINISTRATION AND FINANCE COMMITTEE

The Administration and Finance Committee reviewed and discussed the items appearing on pages 133-140 in the Docket Report and Exhibits 1 through 6, which depict the highlights of the Administration and Finance Division.

December 14, 2017, Committee Minutes

The committee reviewed the December 14, 2017, minutes of the Administration and Finance Committee meeting. The minutes were approved as distributed.

Capital Spending Plan

The following motion was approved:

THAT THE FIVE-YEAR CAPITAL SPENDING PLAN DISTRIBUTED BE APPROVED FOR SUBMISSION TO PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION ON OR BEFORE APRIL 1, 2018.

Naming of Annual Facilities Inspection Committee and Selection of Meeting Date for Inspection

The Administration and Finance Committee agreed that all committee members should participate in the annual facilities inspection if their respective schedules permit. After discussion, the committee selected Thursday, April 5, as the date for the inspection to occur. The Office of the Associate Vice President for Facilities Management will coordinate the inspection plans. The committee will report its findings at the May 2018 Council of Trustees meeting.

Alternate Tuition Proposals, 2018-19

The following motion was approved:

THAT THE PRESIDENT OF THE UNIVERSITY OR HIS DESIGNEE BE AUTHORIZED TO FACILITATE MATTERS WITH THE STATE SYSTEM TO PRESENT TO THE BOARD OF GOVERNORS THE FOLLOWING THREE ALTERNATE TUITION PROPOSALS:

Proposal I

To establish a per-credit tuition rate for out-of-state (domestic) undergraduate students at a rate of 145 percent of IUP's in-state, undergraduate per-credit rate.

Proposal II

To establish a per-credit tuition range of 145 percent to 250 percent of IUP's in-state, undergraduate per-credit rate for undergraduate international agreements.

Proposal III

To establish for freshmen and sophomores who are admitted to IUP's two regional campuses at Punxsutawney and Northpointe an in-state, undergraduate per-credit tuition rate of 80 percent of IUP's in-state, undergraduate per-credit rate.

2018-19 Fee Increases

Student fee proposals for academic year 2018-19, as depicted in Exhibit 5 of the Docket Report, were reviewed by members of the Council of Trustees. These proposed fees were provided to the trustees at the December 14, 2017, Council of Trustees meeting for review.

The following motion was approved:

THAT THE FEE INCREASES FOR 2018-19, AS SHOWN IN EXHIBIT 5 OF THE DOCKET REPORT, BE APPROVED.

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 6 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 OCTOBER 1, 2017, THROUGH DECEMBER 31, 2017, TOTALING \$16,742,497.92, INCLUDING CARD PURCHASES AS SHOWN IN EXHIBIT 6 OF THE DOCKET REPORT, BE APPROVED.

Resolution of Appreciation—W. Thomas Borellis

WHEREAS, W. Thomas Borellis was instrumental in shaping the face of Indiana University of Pennsylvania from October 29, 2001, to January 20, 2018;

WHEREAS, Mr. Borellis played a major role in advancing to completion IUP's Residential Revival, a housing plan that involved replacing existing residence halls with suite-style buildings at a cost of approximately \$243.7 million;

WHEREAS, in his more than 16 years with the university, most recently in the role of special assistant to the vice president for Administration and Finance, Mr. Borellis engaged in agency relations and directed major programs and initiatives, such as the Long-Range Campus Facilities Master Plan, campus beautification and landscape projects, exterior lighting projects, and property acquisition efforts;

WHEREAS, Mr. Borellis served on numerous university committees and task forces, including the Allegheny Arboretum board, the University Planning Council, and the Greek Life Strategic Planning Committee;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania expresses its deepest appreciation and highest regard for the service and contributions of W. Thomas Borellis.

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES APPROVE THE RESOLUTION OF APPRECIATION FOR W. THOMAS BORELLIS.

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.

Budget Status Report

Dr. Wooten provided a status report regarding the Educational and General budget for the period of July 1, 2017, through February 28, 2018, and provided a financial outlook for the fiscal year 2017-18 Educational and General budget.

Mid-Year Budget Report

Dr. Wooten submitted the *Mid-Year Budget Report for Fiscal Year 2017-18* for review by the committee. This document contains detailed information related to budget and institutional data.

Emergency Operations Plan Update

Training for the new Emergency Operations Plan was provided to the Incident Response Team Operations Group in February and early March. Deans and assistant and associate deans were also included for the first time in these EOP orientation sessions. All trainings were held in the Emergency Operations Center for familiarization with that space, as well. The director of the Department of Public Safety is now working with BOLD Planning, the vendor selected for Continuity of Operations (COOP) planning for the university to begin background data retrieval and training. This will allow each campus department to begin populating its information into the software product. It is anticipated that each campus department will have a COOP plan before the fall 2018 semester. The director of Public Safety is serving as a member of the Indiana County Emergency Management Agency's Hazard Mitigation Plan Steering Committee, and that plan is in the final stages of approval before promulgation. Planning is also under way for two upcoming events, St. Patrick's Day weekend (March 23-25) and the Turning Point IUP "Hard Truths" event on April 9.

Kovalchick Convention and Athletic Complex Financial Update as of February 28, 2018

Dr. Wooten provided an overview of the Kovalchick Convention and Athletic Complex Project Budget Summary as of February 28, 2018.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

In the absence of Mark Holman, chair of the Academic Affairs Committee, Sam Smith presented the following report:

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 December 5, 2017, meeting of the University Senate. These revisions are as follows:
 - From the Department of Economics, the Bachelor of Arts in Economics, the Bachelor of Arts in Economics/Pre-law Track, and the Economics Honors Track.
 - From the Committee for Women's and Gender Studies, the Women's and Gender Studies Minor.
- Program revisions approved at the February 6, 2018, meeting of the University Senate. These revisions are as follows:
 - From the Department of Religious Studies, the Bachelor of Arts in Religious Studies.
 - From the Department of Educational and School Psychology, the Minor in Educational Psychology.
- A new track, Global and Rural Communities, within the Bachelor of Science in Public Health, from the interdisciplinary Public Health program, approved at the February 6, 2018, meeting of the University Senate.
- A new Minor in Hospitality Management from the Department of Hospitality Management, approved at the February 6, 2018, meeting of the University Senate.

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES APPROVE THE SENATE ACTIONS WHICH WERE APPROVED AT THE DECEMBER 5, 2017, AND THE FEBRUARY 6, 2018, MEETINGS OF THE UNIVERSITY SENATE AND SUBSEQUENTLY APPROVED BY PRESIDENT DRISCOLL.

Report of Provost

Provost Moerland provided updates on two projects that affect the entire university. The first update concerned Middle States reaffirmation of accreditation and the monitoring report that is due April 1, 2018. This monitoring report concerned the internalization and operationalization of assessment both at the programmatic level and institutionally. Dr. Moerland indicated that assessment has become a living entity at IUP, because of the exceptional work of multiple individuals. Provost Moerland specifically recognized Shari Robertson, Edel Reilly, and Barbe Moore for their leadership and work.

The second project Dr. Moerland discussed was planning for the University College. This is a new organizational entity in Academic Affairs created to support all students, but specifically focused on those students who are either academically underprepared or undecided on a major. The University College will be implemented in two phases. Dr. Moerland indicated that the first phase, beginning in the fall of 2018, will be focused on the academically underprepared students as identified by various standards, such as high school grade point average or test scores. The second phase, beginning in fall 2019, includes those students who have not yet declared a major. Provost Moerland indicated there are three overarching goals for the University College. They are focused on advising and support of students, delivery of career and major programming resources, and fostering diversity and student engagement. Dr. Moerland outlined how this entity takes advantage of the large number of units that currently work toward these goals and consolidates those units into a single entity. Provost Moerland outlined the physical home planned for the University College and the timeline for implementation.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Caleb King, chair of the Student Affairs Committee, presented the following report:

Discussion

Stephen Roach, athletic director, provided the Student Affairs Committee with an update on Intercollegiate Athletics' sports teams and their winter 2017-18 performances. He highlighted the women's basketball team's participation in the NCAA Division II Elite Eight and shared the excellent videography of the Communications team. Mr. Roach acknowledged the work of IUP's Playoff Operations Team, comprising members from each division. These colleagues planned and delivered the outstanding communications, marketing, promotion, and coordination of events surrounding the women's basketball team's successes this season. Based on what was accomplished during the women's basketball playoffs, this new approach, reflective of the "IUP way," will be replicated for future successes of IUP's athletics teams. Patricia McCarthy, vice president for Enrollment Management and Communications, and Michelle Fryling, executive director of Communications and Media Relations, presented the impressive results of the social media work done throughout the women's basketball team's successful season. For example, IUP's Facebook posts during the week have reached more than 200,000 users. The Communications and Marketing staff produced five videos, which have been viewed more than 30,000 times, and IUP posts on Facebook, Twitter, and social media have been shared by thousands of users.

Ann Sesti, director of IUP's Alcohol, Tobacco, and Other Drugs Program, shared an update on the department's planning and assessment efforts. Ms. Sesti briefed the council on the #IUPLeads initiatives under way this week. She also reported on current trends, topics, and prevention efforts related to opioid and cocaine use among college students and on issues related to medical marijuana.

REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE

James Miller, chair of the University Advancement Committee, presented the following report:

RESOLUTION FOR THE NAMING OF THE BILL AND JUDY SCHEEREN LITERACY CENTER

WHEREAS, Bill and Judy Scheeren have dedicated their lives to the field of education, influencing generations of students—he as the chairman of libraries at Hempfield Area High School, and she as a technology professor at Westmoreland County Community College;

WHEREAS, the Scheerens themselves have earned advanced degrees—he adding master’s and doctoral degrees to the bachelor of science in education degree he earned at IUP in 1968, and she, a master’s degree;

WHEREAS, the Scheerens have generously given their time to the College of Education and Communications as members of the college’s Advancement Council, providing insight and practical advice;

WHEREAS, the Scheerens have committed a transformative gift of \$1.4 million to support the Literacy Center, in addition to the Labyrinth Center and scholarships for students pursuing education-related degrees;

NOW, THEREFORE, BE IT RESOLVED, that the Council of Trustees of Indiana University of Pennsylvania recognizes the generosity of Bill and Judy Scheeren by naming the Literacy Center in their honor.

Approved this 22nd day of March, 2018.

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES APPROVE THE RESOLUTION FOR THE NAMING OF THE BILL AND JUDY SCHEEREN LITERACY CENTER.

Discussion:

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

She highlighted the accomplishments of all the units, starting with Advancement Services, whose staff has been building a pipeline of prospects for the campaign and has executed more than 12,000 financial transactions this year to date. This unit will begin converting to a new major constituent relations management database in fall 2018.

Alumni and Constituent Relations tracked more than 2,300 alumni who interacted in events and activities. The office also reached 16,000 more constituents through social media. Alumni Relations’ scope of work has expanded to include retired faculty and staff members.

Donor Relations has focused on presidential suite invitees for basketball games and has compiled a catalog of naming opportunities. Advancement Communications has developed succinct campaign case statements, created an executive corporate PowerPoint presentation, and launched the Alumni Communication Task Force.

In Annual Giving and Development, the annual fund reached \$1 million earlier than ever—January 22, 2018, compared to February 22 of last year. The average gift has increased by 5 percent. Student philanthropy increased by 125 percent, boding well for the future of IUP alumni participation.

Alumni giving is up by 43 percent, from \$1.4 million to \$2 million, and total giving increased by 45 percent, from \$2.5 million to \$3.6 million, this year to date in outright gifts. There are also 277 more donors, a 5 percent increase.

Moving forward, a public announcement of the campaign is close.

On behalf of all who are collaborating from the University Advancement Division and the Marketing and Communications office, Regan Houser, Advancement Communications director, shared an overview of intentional yet subtle promotional efforts leading up to the public announcement of the Imagine Unlimited comprehensive campaign. She also described preliminary plans to assist with the campaign's progression and eventual success.

ENROLLMENT MANAGEMENT COMMITTEE REPORT

Discussion

Patricia McCarthy, vice president for Enrollment Management, opened the committee meeting by discussing current initiatives within the division. In particular, Dr. McCarthy highlighted the Career and Professional Development Center's conducting the Graduate First Destination Survey to determine student outcomes after graduating from IUP, the continuing collaborative work toward improved retention and persistence as a result of the recommendations from the Task Force on Undergraduate Retention and Persistence (TOUR), close monitoring by the Office of Financial Aid regarding federal student aid proposals, and the reorganization of the Communications and Marketing unit.

Dr. McCarthy then presented an overall enrollment update, which included recruitment for fall 2018. Currently, new freshman deposits for fall 2018 are down by 5.4 percent, but transfer student deposits are 12.2 percent higher than last year at this same point, and graduate admission is also up more than 25 percent compared to the same time last year.

Shawn Jones, associate director of Undergraduate Admissions for Minority and Out-of-State Recruitment, presented information about demographic and enrollment trends both nationally and in the Commonwealth of Pennsylvania. He described the challenges and opportunities that exist based on these trends as they pertain to minority and out-of-state recruitment.

Paula Stossel, assistant vice president for Graduate Enrollment Management and Processing, presented **"Building Realistic Projections to Maximize Enrollment."** Ms. Stossel described the manner in which she and the graduate coordinators together created reasonable projections for enrollment in each graduate program and the reporting mechanisms she is sharing with Academic Affairs to show the progress toward those projections.

OTHER BUSINESS

ENDORSEMENT OF THE IUP DIVERSITY ACTION PLAN

The following motion was approved:

THAT THE COUNCIL OF TRUSTEES ENDORSE THE IUP DIVERSITY ACTION PLAN PROCESS AND GOALS.

APPOINTMENT OF 2018-19 NOMINATING COMMITTEE

The following motion was approved:

**THAT THE FOLLOWING IUP COUNCIL OF TRUSTEES MEMBERS SERVE
ON THE NOMINATING COMMITTEE FOR THE NEXT TERM OF OFFICERS
TO BE ELECTED AT THE MAY 10, 2018, COUNCIL OF TRUSTEES
PUBLIC MEETING:**

**MR. MARK A. HOLMAN, CHAIR
MR. GLENN M. CANNON
MR. JAMES C. MILLER**

APPROVAL OF FUTURE MEETING DATES

The following motion was approved:

THAT THE CALENDAR OF MEETINGS FOR 2018-19 BE APPROVED:

**SEPTEMBER 13, 2018
DECEMBER 13, 2018
MARCH 21, 2019
MAY 9, 2019**

RESOLUTION SETTING THE NEXT MEETING DATE

The following motion was approved:

**THAT THE NEXT MEETING OF THE COUNCIL OF TRUSTEES BE HELD
MAY 10, 2018.**

ADJOURNMENT

THE MEETING WAS ADJOURNED AT 6:30 P.M.

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