



UNANIMOUSLY APPROVED
BY THE
COUNCIL OF TRUSTEES
NOVEMBER 20, 2014

Council of Trustees
West Chester University | West Chester, PA 19383 | www.wcupa.edu

**REGULAR MEETING OF THE COUNCIL OF TRUSTEES
PHILIPS 3rd FLOOR BOARD ROOM
PHILIPS MEMORIAL BUILDING
September 25, 2014
5:15 PM**

The regular meeting of the Council of Trustees of West Chester University of Pennsylvania was held on September 25, 2014, in the Philips Memorial Building, West Chester, PA.

AGENDA ITEM I – CALL TO ORDER:

Chair Fillippo called the meeting to order. Chair Fillippo led the Pledge of Allegiance. Council members present were Members Fillippo, Costello, Franklin, Lewis, Matlawski, Silberman, and Tomlinson. Absent but accounted for were Members Dozor, Ireland and Moskowitz.

AGENDA ITEM II – APPROVAL OF MINUTES OF THE PREVIOUS MEETING AS DISTRIBUTED TO THE COUNCIL OF TRUSTEES:

MOTION (MATLAWSKI/COSTELLO):

APPROVAL OF MINUTES OF THE MAY 8, 2014, MEETING AS PRESENTED.

MOTION UNANIMOUSLY APPROVED.

AGENDA ITEM III – PUBLIC COMMENT: LIMIT OF TEN (10) MINUTES:

Chair Fillippo asked if anyone would like to address the Council of Trustees. Dr. Lisa Millhous, President of the local APSCUF Union, was

recognized by Chair Fillippo and she was asked to go to the microphone to address the Council of Trustees.

Dr. Millhous gave the following remarks:

I greet you from the faculty at the start of a promising year. My students are energized and engaged, my colleagues are doing countless interesting projects and I'm especially energized by my new colleagues who were hired this year.

It is promising, though we still struggle with the effects of overcrowding. Our students have trouble getting the classes they need to graduate. The faculty are overburdened with larger class sizes, Distance Education, travel to off-site locations and out-of-class expectations that consume our time.

As you deliberate this evening and in the coming year, I'd like to leave you with a request. After last year's stressful conversations about a possibly dismal financial future, it concerns us that the university budget is shrouded in mystery. I would ask the administration and the Trustees to be more transparent about the financial picture and engage us in public conversation as the unknowns continue to unfold.

All of us have a shared hope for the future sustainability of West Chester University. We need to focus on our core function of educating students and build a strong future with greater transparency.

AGENDA ITEM IV – REPORT OF THE COUNCIL CHAIRPERSON:

Chair Fillippo said it was good to be back on campus and he welcomed everyone to the new 2014-15 Academic Year.

Chair Fillippo called on President Weisenstein for his report.

AGENDA ITEM V – REPORT OF THE UNIVERSITY PRESIDENT:

President Weisenstein gave the following report:

Thank you, Tom.

We welcome you to the campus for the first formal Council meeting of the new 2014-15 academic year. You have in front of you a copy of the State of the University Address that I delivered this past Thursday and some of you were there, and we certainly appreciate when Council of Trustees can attend. We understand time constraints and conflicts that you are under, but this is the hard copy of the remarks so that you can take them with you and read them at your leisure.

Our enrollment looks very good. Again, we had about 20,000 first-time applications. About 15,000 of those applications were first-year undergraduate applications. Our enrollment has grown by a little less than 300 students. We intentionally put a cap on our enrollment growth because of some of the problems that Lisa had mentioned earlier in her remarks. We are getting crowded and we are behind schedule on getting some of our buildings repaired to accommodate a larger student enrollment. We are certainly making progress, but we are not quite where we would like to be at this point in time. I will talk more about that in a minute or so.

With our enrollment growing less than 300 students, many of those students are graduate students as our graduate enrollment increases (and we are bucking the national trend there). Also, our number of students at our

Philadelphia site has increased. We have about 175 students there now, and I believe that we have the largest institutional presence at the State System site in Center City by a considerable distance. I should also mention that our revenues from that site have gone from \$175,000 to \$550,000 from last year to this year. We are basically at a break-even point there and are likely to show some net income after expenses as we move forward. The other area that is showing considerable growth is Distance Education. We are able to bring the benefits of a WCU education to people, who for whatever reason can't be traditional students on campus. Those three areas, along with some slight growth in our undergraduate population, represent the approximately 250-280 additional headcount that we have at WCU.

The other thing that we have done around enrollment is to enhance the enrollment management process. This means that we are able to match our classes more closely with our enrollment and the choices that students make as they enroll and register for courses. We want to have the right number of courses and the right-sized courses (at the best of our ability at this point).

Regarding financial status in 2014-15, because of the newly-revised system of allocating State support for the State-owned universities, we will lose approximately \$3.5 million each year starting three years out because the loss is a stepped loss and this year, we will be losing somewhere around \$1.6 million and then there will be two-thirds of the \$3.5 million the second year, and then the full \$3.5 will be taken from our budget in that third year.

The State System did something that was very wise, and that is that they held a grant competition to apply for funds to restore a portion of the first-year losses for those institutions that lost money in the formula. We applied for the grant; we were funded at about \$1.2 million, so it does initially restore some of those lost funds and gives us a year to adjust our spending to accommodate the two-thirds point next year and then the full amount that we will lose in the third year of \$3.5 million. The fact that it is phased over three years is helpful in terms of our financial planning process.

We also have a new allocation model that our team has been working on and that is a model to allocate resources based more closely to need and something that we have called "Right Sizing". Our Provost and many of the other folks who work on our budget have worked very hard on that. Many of them are in this room and I thank them for their efforts. It is a way to keep more of our resources in play and fewer of those resources on the sidelines which we cannot afford to do now as the budget gets tighter. It was also something that was necessary to do as we moved more toward performance-based funding and allow our key performance indicators to drive the allocation of funding - not only to our academic units, but also to other parts in divisions of the University. It is certain a model that provides incentive for performance, yet at the same time, it ensures that people have enough money that they can do the job that we expect them to do.

As a result of some actions by the Board of Governors, we have been able to look at restructuring our tuition. At this point, we have only made

application for one change in our tuition to the Board of Governors, but we are looking at other possible changes. The Board has approved a 10 percent reduction in our Philadelphia tuition. This was approved in order for us to very quickly penetrate a competitive market. Obviously, we have penetrated the market with the enrollment figures that I have just shared with you. Our price point is very attractive. We are competing with excellent institutions, and while we provide excellence, the price point gives us a bit of an advantage. We intend to continue that 10 percent reduction for a while until we have established ourselves firmly in that market.

We are also considering and studying tuition per credit. There are already two models for tuition per credit in the State System (Clarion University and Millersville University). Those two universities have very different approaches to tuition per credit. We are taking a look at both of those models, as well as perhaps a different model, to see what might be best for West Chester University. We want to see how it would affect our student populations and how it would affect our financing of our institution going forward. There is some work that needs to be done. Provost Lamwers did a study some years ago, and we want to freshen up that study. It was very well done and showed some real possibility for that approach to structuring our tuition. The system that we have right now which provides a free spot between 13 credit hours and 18 credit hours is an artifact of an old way of funding higher education where 70 percent or more of the funds came from the State. This meant that you had a mechanism to fund those credits that were offered

in that free zone. The State support now for WCU, if you consider all of our revenue sources, is about 17 percent. It is far different than the 70 percent which means that we do not have a mechanism to support those credit hours that are offered in that free zone. It is also a Social Equity issue because many of our students (particularly limited-means families) are working one or two jobs. They never get to 13 credit hours. Many of the students who are in the 13-18 credit hour zone are students who have financial support. So, we are not really addressing the issues of the students who are struggling financially and not allowing the students who have the means to pay the full cost of their education to do so. We will keep the Council updated. We want to have conversations with the faculty, students and with other constituency groups of the campus to determine what might be the best approach for us – if any changes at all are needed. We are not required to make any changes.

This year we opened Commonwealth Hall (similar to Brandywine and Allegheny) and it also houses our Wellness Center and Student Counseling Services on the first floor. Also:

- The Business and Public Affairs Center (BPAC) is moving forward (which includes the demolition of McCarthy Hall, and we are hoping to open BPAC in 2016 which will provide 23 classrooms;
- Mitchell Hall is being renovated and will be completed at the end of the fall 2014 semester, and we should be moving programs and courses into that building for spring 2015 semester;

- We will be reviewing preliminary plans for a rather modest administration building on Rosedale Avenue (at the site of the Swope House);
- We are also looking at plans for a new dining facility, and we are making some decisions about Sturzebecker Health Science Center and how we are going to expand and renovate it and how we are going to deal with extra space that is more appropriate for athletics on south campus;
- The Alumni/Foundation Center has been renovated and perhaps we can talk them into hosting one of our Council meetings so that you have an opportunity to be in that beautifully done building. It has a fairly large area that can be used for large events – dining or meeting events and it has very adequate office space for the people who run the Alumni Association and the WCU Foundation.

The fall semester move-in day was excellent. As a matter of fact, it was so well coordinated and organized, that an efficiency expert for a very large company was on campus and said that their company could take lessons from WCU regarding how move-in was handled. I compliment particularly the WCU Foundation and others who coordinated all of that on campus to make sure that people didn't have to spend a lot of time waiting in long lines and get a miserable start to their experience here at WCU.

A new commencement model is being planned to be implemented in May of 2015. We have been very weather dependent with our outdoor

commencement in the spring and we will be trying undergraduate commencement by college. This will be a more personal commencement and engage the academic deans more in the process, and will allow us to have indoor commencements at the various indoor venues that we have depending on the size of the graduating class of that particular college. This model will be held over a couple of days.

We have drafted a comprehensive Research Strategic Plan that will hopefully move WCU toward our ultimate goal of \$10 million annual sponsored program revenues to the institution. We have an excellent faculty and staff who are very qualified and very capable of competing statewide and even nationally for grant and contract competitions. Under the direction of Gautam Pillay (the AVP for Sponsored Research and who was recently appointed to the Fulbright Fellow Peer Review Panel), we have been ramping up our support efforts in that area to help faculty pursue funding for their initiatives. Sponsored programs continue to be on an upspring. Dr. Frank Fish, a professor in the Biology Department, received \$1 million from US Navy/University of Virginia to study the configuration of fins of whales and other sea creatures and how they might apply to improving the turbines and driving propellers of Navy vessels. He has done some successful preliminary work in this area and has drawn interest. That is a large grant for WCU, and I commend him for that work.

Giving to WCU continues to grow along with pride in the institution and confidence in our future. Our campaign (Becoming More) has reached the

tipping point at 51 percent of our goal of \$50 million. We anticipate that we will make that goal on time and perhaps a little bit ahead of time.

We have doubled our endowment over the last 5 years as a result of the work of the WCU Foundation and others across campus. This is a significant accomplishment.

Student volunteerism for this last year was over 605,000 hours. That is up from 400,000 from the year before. Our students are very involved in our communities, and we find that even after graduation, they continue to be involved in the community.

The Office of New Student Services hosted 8 first-year orientation days for our incoming class of 2,312 first-year students. In August, 3 transfer student orientations were held for our 725 transfer students. Career services were very active in helping our students and alumni find jobs. There were about 20,000 people who logged into our Ram Career Network.

Our marketing campaign is moving forward with signs and new TV commercials which we will see later. Our Facebook page reaches 60,000 people per week. Twitter has over 8,700 followers. Kim Slattery and her staff have continually upgraded the WCU website, and I am very proud about how that looks. We get many nice compliments about it.

Regarding Athletics, Golden Rams Football is currently ranked in the nation #10 in DII and is off to a great start at 3-0. They play Millersville this Saturday (6:00pm) as part of Family Day festivities. Women's Field Hockey is ranked #3 in the nation and they just lost a heartbreaker to the #1 Millersville

in double overtime 3-2. Women's Soccer is currently ranked #7 in the nation and is currently undefeated at 7-0. Women's Rugby appears to be a national contender again this year and just opened their season with an amazing 110-0 win over Temple – no idea you could score that many points in Rugby in one game!

I now ask for Approval of Purchase Orders and Contracts executed during April, May, June and July 2014.

Approval of Purchase Orders and Contracts

MOTION (LEWIS/COSTELLO):

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE LIST OF PURCHASE ORDERS AND CONTRACTS IN EXCESS OF \$5,000 EXECUTED DURING APRIL, MAY, JUNE AND JULY, 2014 FOR THE PURCHASE OF EQUIPMENT, SERVICES, AND SUPPLIES.

MOTION UNANIMOUSLY APPROVED.

This concluded President Weisenstein's report.

Chair Fillippo thanked President Weisenstein for his excellent report.

AGENDA ITEM VI – REPORT OF THE VICE PRESIDENT:

Chair Fillippo called on Dr. Mark Pavlovich, Vice President for Advancement, who shared that his report will be included during the Advancement Committee report given by Member Silberman.

AGENDA ITEM VII – REPORTS OF EXECUTIVE COMMITTEE:

None.

AGENDA ITEM VIII – REPORTS OF STANDING COMMITTEES:

Academic Affairs

Member Tomlinson reported that he would introduce one resolution recommended for consideration and action by the Council of Trustees.

MOTION (TOMLINSON/SILBERMAN)

BE IT RESOLVED, THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE AWARDING OF NEED-BASED AND NON-NEED-BASED INSTITUTIONAL SCHOLARSHIPS IN ACCORDANCE WITH THE BOARD OF GOVERNORS' POLICY 1996-01-A. THE NON-NEED-BASED AWARD CATEGORIES SHALL INCLUDE, BUT NOT BE LIMITED TO: POTENTIAL STUDENT DROPOUT DUE TO FINANCIAL DIFFICULTY, STUDENT HOUSING ASSISTANCE, ACADEMIC PROGRAMS WITH CAPACITY OR HIGH NEED, ATHLETIC RECRUITING AND GENDER EQUITY, INTERNATIONAL/STUDY ABROAD, IN-STATE AND OUT-OF-STATE, OR UNUSUAL CIRCUMSTANCES.

MOTION UNANIMOUSLY APPROVED.

Member Tomlinson also reported that the Committee presented information regarding the Academic Affairs Strategic Plan. He was very impressed by the presentation by faculty members and members of the administration and the way in which they were able to reinvent where they are going and reevaluate the Strategic Plan and have outcome-based performances. They have been meeting the employee needs and regional needs and they are measuring their outcome and have made excellent progress.

This concluded Member Tomlinson's report.

Student Affairs Committee and SGA Update

Montana Leaks, representing the Student Government Association reported that the SGA reviewed and revised all 30 pages of their By-Laws which

included the new Council of Organizations. This entails that all of the 260 student organization on campus have a place to meet once a month and network which will be very helpful.

The spotlight organization for September is Circle K which is an international, collegiate organization dedicated to service who partners with the local Kiwanis Club. Last year, they had 2,000 hours of service and each year they have a volleyball tournament that raises money for the Eliminate Project. This is a neo-natal tetanus shot project for babies and their mothers.

Circle K was recognized at the State Convention and they won 23 different awards, one of which was first place for the service project which is an outstanding achievement. Not only did they win at the State Convention level, they won at the International Conference. They are definitely an award-winning organization. Dr. Thomas Purce, their advisor, also won Advisor of the Year for Circle K.

At the meeting, Dr. Bricketto went over the New Student Orientation, Part II, and he also touched on student leadership training, the Week of Welcome activities and New Student Success Series. He talked about student support for involvement for the Involvement Fair and Volunteer Fair. He also talked about the Family Weekend events.

This concluded Montana Leak's report.

Advancement

Member Silberman reported that the committee did meet. He gave brief highlights of what was covered. The final fundraising results for 2013-14 set a

new record with \$5 million in cash gifts and \$2.6 million in planned gifts. Next, the **Becoming More** campaign is past the half-way point with \$25.4 million raised toward the \$50 million goal. It is very encouraging to be at this point. West Chester University Alumni Association and Foundation have moved into their new facility on Carter Drive. In addition to excellent office space, the building includes conference and meeting space, as well as a ballroom that can seat up to 250 people. This facility is a huge step forward in our ability to serve our 85,000 alumni.

Finally as part of **Learn More** advertising campaign, there are three new TV commercials which we have developed and they stay with our strategy of communicating little known, but very interesting, relevant facts about WCU and then positioning WCU with other very, very prestigious universities – “you are known by the neighborhood, you live in” and we are accomplishing that. These commercials will air in October on ABC (during the high frequency viewing times of the early morning and then in the early to mid-evening). According to the ratings, the ABC affiliate in Philadelphia has half of the greater Philadelphia market during those time periods. It is the right station on which to be shown and heard. The three commercials were then shown.

This concluded Member Silberman’s report.

Campus Development and Facilities

Member Matlawski reported that the committee met and he commended to the Council the summary that was included in the packet that they received.

He highlighted a few projects that are ongoing. There is now air-conditioning installed in Hollinger. Wayne Hall has been deactivated as a residence hall and is now being utilized for offices for facilities and classes.

The Academic Quad has received a renovation. It is a beautiful space and he encouraged Members to just look out the window and see how it has been improved.

Between the installation of geo-thermal in many of the buildings and high efficiency gas boilers in others, the campus will now no longer have coal-fueled heat thereby dramatically reducing the carbon footprint. It is about a 20 percent reduction campus wide.

The inconvenience around campus from time to time and not being able to find parking over at Sykes from all the various wells that have been drilled is all paying off.

This concluded Member Matlawski's report.

Information Technology

In Member Moskowitz' absence, Vice President Adel Barimani reported for the committee. He shared regarding campus upgrades that had been made over the summer. Roughly, 90 percent of the campus classrooms have been upgraded to the latest state of the art multimedia technologies. The equipment is being put to full use in the classrooms. Along with the new technology and devices, the installation of state of the art equipment makes it necessary for training of faculty. More than 100 training classes were offered this summer

and 250 faculty members attending that training. There was a good ratio of faculty showing up in the training sessions for technology.

Cyber security is very important and WCU is prepared and IT has done the best that they can. One of the things that was done this summer was encrypting all of the devices that are on campus and those that are brought onto campus such as laptops, PC's, etc. Basically, they added the encryption key. Anything that is encrypted cannot be pulled out of those devices. It is as secure as possible at this time. Social Security numbers and any of those types of digital information that are out there have been encrypted and secured also. Most likely, the day will come when a hacker may try to get through and will attempt to get in, but we just need to be prepared for it.

The e-mail system has been upgraded. Roughly 17,000 accounts were upgraded from the old system to the new system. We have massive storage systems for all of these and they are all virtualized. There is one device that houses multiple servers and those devices are fairly expensive. The number of people who will simultaneously access these devices are up to 16,000 on the one device. That is why these storage devices cost hundreds of thousands of dollars. That is also why the cloud servers are so expensive, too.

Mr. Barimani then showed a video that the TV and Digital Media Center produced and showed during the President's State of the University Address. It is very exciting.

This concluded Mr. Barimani's report.

Budget and Finance

Member Franklin reported all of the Trustees have received a very thorough packet from Mark Mixner and his team. Despite what the President shared that is happening in Harrisburg, with the Board of Governors and the tight budget times in the State Capitol, this University continues to be very strong. Here at WCU, we are the flagship. We are now the largest of the 14 universities, and we are the most financially healthy. In 2013-14, the year turned out that way again. We finished the year ahead of schedule on revenue despite our challenges and our budget for 2014-15 looks very good. We only have a 3 percent tuition increase to deal with, and we will get creative in our approaches to tuition. Our appropriation was flat.

Of our total revenue, our appropriation is now at about 17 percent. Of our E & G budget, it is about 22 percent. To be a State school, you would think that we would be State funded, but really only about 20 percent of our funding comes from the State. Despite our challenges, WCU is a very healthy university. We are going to propose a healthy budget again this year.

Member Franklin recommended the adoption of the Resolution for the 2014-15 Operating Budget.

MOTION (FRANKLIN/LEWIS):

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE 2014-15 OPERATING BUDGET FOR WEST CHESTER UNIVERSITY AS IT IS PROPOSED.

MOTION UNANIMOUSLY APPROVED.

Member Franklin introduced the second Resolution dealing with the College Arms Apartments. WCU purchased the College Arms Apartments in 2010, made significant renovations and some of that has to be reflected in what we charge. The Resolution deals with fees associated with the College Arms Apartments.

MOTION (FRANKLIN/LEWIS)

BE IT RESOLVED THAT THE COUNCIL OF TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA HEREBY APPROVES THE FOLLOWING FEES BE ESTABLISHED EFFECTIVE THE FALL SEMESTER 2014:

Room Type	Fee/Semester
College Arms Single One Bedroom	\$4,080
College Arms Single Two Bedroom	\$3,740
College Arms Double One Bedroom	\$3,400
College Arms Double Two Bedroom	\$3,145
College Arms Triple One Bedroom	\$2,890
College Arms Quad One Bedroom	\$2,635

THESE FEES HAVE BEEN DETERMINED IN ACCORDANCE WITH THE PENNSYLVANIA STATE SYSTEM OF HIGHER EDUCATION POLICY REQUIRING SELF SUFFICIENCY OF AUXILIARY ENTERPRISES.

MOTION UNANIMOUSLY APPROVED.

Member Franklin introduced the third Resolution which authorizes Members Christopher Franklin and Christopher A. Lewis on behalf of the Council of Trustees to buy, sell, assign and transfer assets.

MOTION (FRANKLIN/TOMLINSON):

BE IT RESOLVED THAT CHRISTOPHER FRANKLIN AND CHRISTOPHER A. LEWIS ARE HEREBY INDIVIDUALLY AUTHORIZED AND EMPOWERED ON BEHALF OF THE COUNCIL OF THE TRUSTEES OF WEST CHESTER UNIVERSITY OF PENNSYLVANIA, FORMERLY KNOWN AS WEST CHESTER STATE TEACHERS COLLEGE AND WEST CHESTER STATE COLLEGE, TO BUY, SELL, ASSIGN AND TRANSFER, AND TO EXECUTE ANY AND ALL ASSIGNMENTS FOR THE TRANSFER OR SALE OF STOCKS, BONDS, OR ANY OTHER REGISTERED SECURITY HELD BY SAID UNIVERSITY, AND ALSO TO EXECUTE SUCH POWERS OF ATTORNEY, PROXIES, AND OTHER PAPERS AS MAY BE REQUIRED IN REFERENCE TO SECURITIES SO HELD.

MOTION UNANIMOUSLY APPROVED.

Member Franklin reported that the Scholarship Account is projected to end the fiscal year 2014-15 with a balance of about \$10,000 and the Lecture Series Account associated with the Philips Fund is expended to end the year at about \$16,000. Even though this is not a large amount of money, but nevertheless, these funds are making a difference for students.

This concluded Member Franklin's report.

AGENDA ITEM IX – REPORTS OF SPECIAL COMMITTEES:

None.

AGENDA ITEM X – REPORTS OF LIAISON TO CONSTITUENCIES:

Member Eli Silberman reported that on October 2, 2014, Chair Tom Fillippo and he will travel to Harrisburg to participate in the PACT Workshop on Effective Governance to be held at the Dixon University Center. Trustees will hear from Chancellor Brogan and his staff and will meet with members of

the Board of Governors to discuss our critical role of Effective Governance. It takes up most of the day, and it is the first time we have had a meeting strictly on governance. We are very much looking forward to it.

AGENDA ITEM XI – OLD BUSINESS:

None.

AGENDA ITEM XII – NEW BUSINESS:

Chairperson Fillippo announced the appointment of the Presidential Review Committee for 2014-2015. Member Marian Moskowitz, Silberman and Matlawski were asked to serve.

AGENDA ITEM XIII – ADJOURNMENT:

Chairperson Fillippo asked for a motion for adjournment.

MOTION (FILLIPPO/LEWIS):

MOTION TO ADJOURN AT 6:18 P.M.

MOTION UNANIMOUSLY APPROVED.

Respectfully submitted,


Christine Costello
Secretary