



PennState

Meetings of the Board of Trustees | February 26, 2016

Minutes

**MINUTES OF MEETINGS OF
BOARD OF TRUSTEES
VOLUME 292
TABLE OF CONTENTS**

	<u>PAGES</u>
Board of Trustees	
Public Comment.....	1
President's Report.....	2-3
Provost's Report.....	3
Reports of the Standing Committees	
A. Committee on Academic Affairs and Student Life.....	3-4
B. Committee on Audit and Risk.....	4-5
D. Committee on Compensation.....	5
B. Committee on Finance, Business and Capital Planning	5-8
E. Committee on Governance and Long-Range Planning	8
F. Committee on Legal and Compliance	8-9
G. Committee on Outreach, Development and Community Relations	9
Appendix I	11-56
Appendix II	57-64
Appendix III	65-69
Appendix IV.....	70

292-1
MINUTES OF MEETING
BOARD OF TRUSTEES
VOLUME 292
February 26, 2016

A meeting of the Board of Trustees was held in the Trinidad Ballroom of the Hershey Lodge, in Hershey, PA, at 1:32 p.m. on February 26, 2016.

The following Trustees were present: Masser (chairman), Lubert (vice chairman), Barron, Benson, Brown, Capretto, Casey, Dambly, Dandrea, Doran, Dunn, Eckel, Fenza, Goldstein, Han, Harpster, Hoffman, Huber, Jubelirer, Lord, Lubrano, McCombie, Mead, Metaxas, Oldsey, Pope, Potts, Redding, Rivera, Salvino, Schneider, Schuyler, Silvis, Tribeck, and Weinstein; and Hanger. Participating telephonically was Trustee Cotner. Emeriti Trustees Arnelle, Jones, Robinson, and Shaffer were also present.

Present by invitation were faculty representatives Ansari, Pauley, and Strauss; Academic Leadership Council Chair Milone-Nuzzo; student representatives Horne, Lichvar, and McDonald; representatives Kremer and Steele; and staff members Andrews, DiRaimo, Dunham, Gray, Guadagnino, Hanes, Hillemeier, Jones, Kirsch, Lokman, Mulroy-Degenhart, Pangborn, Poole, Sharkey, Sims, and Weidemann.

An opportunity for public comment was provided on February 26, 2016, during a public session of the Board at 8:00 a.m. in Room Crystal A of the Hershey Lodge. Six speakers shared their views:

Kelli Hoover, faculty
Sandy Lane, alumna
Steve Masters, alumnus
Emily Miller, student
Wendy Silverwood, alumna
Johan Zwart, supporter

Chairman Masser's opening remarks are included as follows:

“Let me begin by extending my thanks to Craig Hillemeier and his colleagues. Yesterday, Trustees had several opportunities to engage with Hershey faculty, staff, and students through an information session, tour of the new Data Center, a session focused on Penn State Hershey students, and a presentation on enhancing biomedical research. The significant work conducted at Hershey to support the teaching, research, and service mission is, in itself, noteworthy. And when combined with the healthcare provided to the community, the impact of the Medical Center and College of Medicine is profound. Later in the Agenda, we will look forward to an informational update from Dr. Hillemeier.

“I would like to thank our University Faculty Senate Officers, Chair Mohamad Ansari, Chair-elect Jim Strauss, and Secretary Laura Pauley. This is the last meeting of these Senate officers in their respective positions, as the election of officers will occur prior to our next meeting. Our special thanks for being such valued colleagues.

“As our student leaders attend their last Board meeting of the year, I'd like to call them to the podium for the Board's annual request for remarks and reflections. I'll ask that they now proceed to the podium so I can introduce each accordingly.”

Remarks were provided by Emily McDonald, President, University Park Undergraduate Association; Shawn Lichvar, President, Council of Commonwealth Student Governments; and Kevin Horne, President, Graduate and Professional Student Association.

“Thank you very much, Emily, Shawn, and Kevin, on behalf of the Board, and thank you for your engagement, your collegiality, and dedication and time and energy to this great University.

“Once again, we can reflect back upon a successful THON with appreciation that \$9.8 million was raised for the Four Diamonds Fund at Penn State Hershey Children’s Hospital. More than 15,000 students are involved in this year-round effort. When you see their dedication, enthusiasm, and compassion displayed in various forms, the impact these students are having in the world is phenomenal. Their efforts are broad and far reaching in helping to solve some of the world’s most critical medical issues, and their involvement and personal commitment has a direct impact on the lives of children and their families. Please join me on behalf of the Board in thanking our students, donors, alumni, and friends for another successful THON.

“Starting last September, communications with Trustees began regarding reconsideration of the 2016 meeting cycle, and at our November meeting, the Board approved the modification that resulted in our meetings being held this week rather than in March, while maintaining the previously determined January dates for a nonpublic Trustee retreat. I am pleased that we had a reflective and productive opportunity to harness dialogue surrounding topical areas of interest and discussion, Board assessment, and professional development. Through the efforts of a Planning Committee of Barb Doran, Dan Mead, Gul Kremer, and others, we were able to secure experts in the area of higher education, governance, to provide panel opportunities as well as a keynote address with particular focus on what makes boards great and what are the components of effective board governance. Dr. [Stan] Ikenberry, President Emeritus of the University of Illinois and President of the American Council of Education, worked closely with Barb and her planning group in pulling together an extraordinary slate of guests. Dr. Richard Chait, Professor of Education Emeritus at Harvard University, was our keynote speaker. Both of them joined us for a full day of facilitated conversations, joined by three other esteemed panelists -- Brit Kirwan, Chancellor Emeritus of the University System of Maryland; Janet Reid, Trustee at The Ohio State University; and, Donna Shalala, current President of the Clinton Foundation, a former President of the University of Miami. Moving ahead, we look forward to the retreat carving a path to ensure that as a board we are cohesively looking at issues and priorities in a manner that is most closely aligned with the mission of the University while enhancing our governance efforts. I want to thank the Trustees for their engagement and spirit of teamwork during the retreat and continue on that path as we move forward.

“Finally, I note that the Board met this morning in Executive Session to discuss various privileged matters.”

The roll was called by Janine Andrews, Associate Secretary of the Board. Following the roll call, the Board voted to approve the *Minutes* of the meetings of the Board held on November 20, 2015 and December 15, 2015.

President’s Report

Dr. Barron’s presentation provided an update to the Access and Affordability initiatives and Invent Penn State—both concepts that he introduced last year. Plan4 Penn State is the overarching theme for the Enhanced Education Pathway (Access and Affordability) Initiatives. The critical goal is to provide the highest quality education at a cost that ensures access for our citizens. Dr. Barron described five programs as examples: 1) Pathway to Success Summer Start; 2) Student Transitional Experiences Program; 3) Financial Literacy; 4) Online Courses; 5) Raise.me Micro-scholarship Program. He briefly noted additional planning and assessment, and the factors that will define success. Then he discussed the goals and programs that are a part of Invent Penn State. Specifically, he focused on four areas: 1) Transforming our ability to promote economic development (internal); 2) Increasing external visibility; 3) Creating Capacity/Capability to Develop Startups and Attract Companies; and 4) Enhancing an already strong path to student career success. He described many of the activities in details and also listed factors that will define success. Dr. Barron concluded his remarks by discussing the next steps and future considerations.

Dr. Barron responded to questions and comments about the following:

- Agricultural Extension, research, and funding
- The University Land Grant Mission

For the full text of Dr. Barron's report and companion slides, refer to Appendix I.

[Appendix I]

Provost's Report

Dr. Nicholas P. Jones discussed the institution's work to broaden multicultural awareness and engagement, and the importance of prompting insightful participation in University decision-making among faculty, students, and staff. Jones described the primary ways in which all three constituencies play essential roles in University governance. Faculty have the most fully structured approach to engagement regarding University management and operations. The University Faculty Senate, comprised of individuals elected from each college and campus, serves as the sole body representing the University faculty as a whole and as an essential advisory and consultative body to the University President. Students across Penn State's campuses have many ways to participate in University management and operations, including the University Park Undergraduate Association, Graduate and Professional Student Association, and Council of Commonwealth Student Governments. Students also serve on the Board of Trustees and are representatives of other leadership-oriented bodies, such as the Student Activity Fee Board and Student Leadership Roundtable. The University also encourages staff to be involved in University policy-making through a variety of committees and task forces. The broadest oversight belongs to the University Staff Advisory Council, which exists to facilitate open and equitable deliberations about policies, procedures, and programming that affect staff members.

For the full text of Dr. Jones' report and companion slides, refer to Appendix II.

[Appendix II]

Update on the Penn State Milton S. Hershey Medical Center

A. Craig Hillemeier, M.D., Senior Vice President for Health Affairs, Dean, College of Medicine, and Chief Executive Officer of the Penn State Milton S. Hershey Medical Center, noted the 50th anniversary of the Medical Center, and provided updates on demographics; enrollment; regional campus; staff and faculty initiatives, service and awards; technology advancements; patient care; affordable healthcare and insurance; and THON.

Reports from Standing Committees

Chairman Masser advised that Standing Committees met in public session on Thursday, February 25, 2016, to consider any information or action items to come before the board today. Any action item considered and voted on in the Committee was included in reports by the respective Committee chairs. The full Board was asked to consider Committee recommendations at the conclusion of each report.

A. Committee on Academic Affairs and Student Life

Vice Chair Allie Goldstein reported that the Committee on Academic Affairs and Student Life met on Thursday, February 25, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information on Undergraduate Programs
 - a) Digital Media Trends and Analytics in the College of Communications and College of Information Sciences and Technology: New Minor

- b) Applied Exercise and Health Option to the Bachelor of Science in Kinesiology in the College of Health and Human Development: New Option
- c) Bachelor of Science in Data Sciences in the College of Engineering, College of Information Sciences and Technology, and College of Science: New Program

2. Information on Graduate Programs

- d) Medical Doctor (M.D.) at the College of Medicine and the Ph.D. in Molecular, Cellular, and Integrative Biosciences (MCIBS), an Intercollege Graduate Degree Program: New Joint Degree Program
- e) Master of Engineering degree in Facilities Engineering and Management in the Department of Architectural Engineering in the College of Engineering: New Program
- f) Social Data Analytics: Dual-Title Doctoral Program and Graduate Minor
- g) Adult Education Graduate Program to Lifelong Learning and Adult Education: Name Change
- h) Master of Professional Studies in Corporate Training in the Learning and Performance Systems Department in the College of Education: New Program

The Committee received updates from administrative liaisons Damon Sims, Vice President for Student Affairs, and Robert Pangborn, Vice President and Dean for Undergraduate Education. Damon Sims briefed the Committee on Fraternity and Sorority Life Task Force; the Bystander intervention Program; Counseling and Psychological Services; Title IX progress; and issues of significance identified by the Student Leaders Roundtable. Rob Pangborn updated the Committee about the ongoing rollout of LionPATH software releases, the migration to the Starfish advising platform, and the Canvas learning management system. Additionally, he provided an update on admissions for the class of 2020; Provost's Awards; and the transition to a new admissions and outreach recruiting center at the Philadelphia Navy Yard.

Emily McDonald, President of the University Park Undergraduate Student Association, reported on the student fee board, and recent student government legislative outreach initiatives.

Student and faculty panelists reflected on diversity and inclusion experiences as members of the Penn State Community, stressing the need for the continuation of important conversations, increased personal connections, and the advancement of diversity, equity and inclusion in all of its forms. Participants included John Gilbert, a student and President of the LGBTQA Student Roundtable; Wanda Knight, Associate Professor of Arts Education and Women's Studies and Chair of the Forum on Black Affairs; Zico Khayat, a student in the Eberly College of Science, and President of the Muslim Student Association; Robert Loeb, a Professor of Biology and Forestry at Penn State DuBois and Vice Chair of the Educational Equity and Campus Environment Committee of the Faculty Senate; Genevieve Logerie, a student in the College of the Liberal Arts and President of the Black Caucus; Pavel Shusharin, a student of Mechanical Engineering and Administrative Director of the Council of Commonwealth Student Governments; and Jorge Zurita-Coronado, a student in the College of the Liberal Arts and Vice President for External Affairs of the Latino Caucus.

Nick Jones, Executive Vice President and Provost, deferred his remarks until the next meeting of the Committee.

Trustee Alice Pope reported that the Committee working group is continuing its development of Operating Guidelines and deferred her progress report, citing that the final draft of the report may be available for discussion at the May meeting of the Committee.

There were no action items presented to the Board.

B. Committee on Audit and Risk

Vice Chair Ted Brown reported that the Committee on Audit and Risk met on Thursday, February 25, with a quorum of the Committee present.

Director of Internal Audit, Daniel P. Heist, reviewed the Roles and Responsibilities Matrix, and the Internal Audit Follow-Up Report (as of December 31, 2015). Nick Jones provided an update on the current structure of ITS and the organization's leadership, including recent adjustments. Gary Langsdale, University Risk Officer, provided an update, including that the Subcommittee on Risk would meet on March 15, 2016. Joseph J. Doncsecz, Associate Vice President for Finance and Corporate Controller, noted the Deloitte management letter and responses that were provided in advance to the Committee; the annual engagement letter; and the annual letter to Deloitte addressing partner rotation, record retention of audit work papers, conflict of interest, and fraudulent influence.

Following the public meeting, the Committee met in executive session to discuss management.

The Committee on Audit and Risk recommended that the Board of Trustees approve the following resolution:

1. RESOLVED, That the Officers of the University are authorized to engage Deloitte and Touche, Certified Public Accountants, for the audit of the accounts of the University for the year ending June 30, 2016.

A motion to approve the foregoing resolution as recommended by the Committee on Audit and Risk was made and seconded and approved by the Board.

C. Committee on Compensation

There was no public meeting of the Committee on Compensation held on Thursday, February 25.

D. Committee on Finance, Business and Capital Planning

Chair Mark Dambly reported that the Committee on Finance, Business, and Capital Planning met on Thursday, February 25, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information Items –
 - a) Bryce Jordan Center Arena House and Sports Lighting Upgrades, University Park
 - b) Roof Replacement for Various Buildings, University Park
 - c) Hammond Building Mechanical Upgrades, University Park
 - d) Sackett Building Mechanical Upgrades, University Park
 - e) Holuba Hall Indoor Turf Replacement, University Park
 - f) Chiller Replacement for Centralized Biological Lab, University Park
 - g) Nittany Apartments Renovation – Phase III, University Park
 - h) Atherton Hall Restroom Renovations – Phase IV, University Park
 - i) Jordan Hall Restroom Renovations, University Park
 - j) Library Classroom Building Chiller Upgrade, Penn State Harrisburg
 - k) PSHMG Plastic Surgery Relocation to 30 Hope Drive, The Milton S. Hershey Medical Center
 - l) Energy Savings Project – Phase VI, The Milton S. Hershey Medical Center
 - m) Hemodialysis System Replacement and Suite Refurbishment, The Milton S. Hershey Medical Center
 - n) Utility Upgrades, Penn State Brandywine
 - o) Naming of Rooms, Portions of Building, and Plazas
 - p) Status of Major Construction Programs and Borrowing
2. Action Items –
 - a) Summary of Revised Funds
 - b) Summary and Acknowledgement of New Funds and Major Commitments

In advance of Thursday's meeting, the Committee was provided with opportunities for briefings and inquiry on agenda items, to ensure each Trustee had a comfortable level of information and to address any outstanding inquiries. Two separate webinar offerings, along with accompanying detailed information on the Board portal was supplemented with the University's administration making itself available to answer questions or dialogue with Trustees seeking additional information.

Following the public meeting, the Committee met in executive session to discuss management.

Chair Dambly continued with his introductions of Agenda Items for consideration and approval. Agenda Item 2 proposed a final plan approval and authorization to expend funds for recreational facility access modifications at University Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 3 proposed a final plan approval and authorization to expend funds for Intramural Building Expansion -- Phase III, at University Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 4 proposed final plan approval and authorization to expend funds for Kostos Building renovations at Penn State Hazleton. The Committee recommended this resolution by unanimous vote.

Agenda Item 5 proposed changes in room and board rates for 2016-2017 academic year at Penn State. The Committee recommended this resolution by unanimous vote.

Agenda Item 6 proposed long-term Housing and Food Services capital assessment. The Committee recommended this resolution by unanimous vote.

Agenda Item 7 proposed proposed final plan approval and authorization to expend funds for new residence hall at North Halls at University Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 8 proposed the final plan approval and authorization to expend funds for East Halls renovation, Phase 1a at University Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 9, noted as a conflict of interest item, sought Board approval of one contract with SilcoTek. Trustee Paul Silvis, Head Coach of SilcoTek, was not present during any discussion of this item during the Committee meeting. The Committee recommended this resolution by unanimous vote.

The Committee on Finance, Business and Capital Planning recommended that the Board of Trustees approve the following resolutions:

1. RESOLVED, That the conditions governing certain existing scholarships, fellowships, awards, and similar funds previously established at the University be revoked and that the Officers of the University are authorized to put into effect the revised regulations as requested by the donors.
2. RESOLVED, That the Board of Trustees gratefully acknowledges the generous contributions of the many friends of the University in support of endowments, funds, and other major commitments as reported to the Committee on Finance, Business and Capital Planning at its meeting of February 25, 2016.

FURTHER BE IT RESOLVED, That the Officers of the University are authorized to convey the Board's appreciation to these generous

benefactors who provide opportunities for many students to receive a quality education.

3. RESOLVED, That the final plans for the Recreational Facility Access Modifications, as designed by the Office of Physical Plant Design Services, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$7,500,000.

4. RESOLVED, That the final plans for the Intramural Building Expansion – Phase III at University Park, as designed by the firm of Moody Nolan, Inc. of Columbus, Ohio, are approved.

FURTHER BE IT RESOLVED, That authorization to award contracts to construct the project be approved at a cost of \$29,340,000.

5. RESOLVED, That the final plans for the Kostos Building Renovations at Penn State Hazleton, as designed by Spillman Farmer of Bethlehem, Pennsylvania, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$15,500,000.

6. RESOLVED, That room and board charges at all locations be increased as shown on Schedules I through V attached hereto and which are a part of this resolution.

[Appendix III]

7. RESOLVED, That the annual room rates for all locations between fiscal years 2017-2023 be adjusted over and above the annual operating costs for housing by the amounts shown in Schedule VI attached hereto and which is part of this resolution.

[Appendix IV]

8. RESOLVED, That the final plans for the New Residence Hall at North Halls at University Park, as designed by Irwin and Leighton of King of Prussia, Pennsylvania, are approved.

9. RESOLVED, That the final plans for the East Halls Renovation – Phase 1a at University Park, as designed by Clayco of Saint Louis, Missouri, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$65,100,000.

10. RESOLVED, That receipt of payment by SilcoTek of \$100,000 to the User Research Facilities (132 Land & Water Building, University Park) for four research scientists at SilcoTek (Min Yuan, James Mattzela, David Smith and Thomas Veza) to perform surface analysis and materials characterization tests, followed by a data analysis discussion, is hereby approved.

A motion to approve the foregoing resolutions as recommended by the Committee on Finance, Business and Capital Planning was made and seconded and approved by the Board. Trustee Silvis recused himself and did not vote on resolution number 10.

E. Committee on Governance and Long-Range Planning

Chair Keith Eckel reported that the Committee on Governance and Long-Range Planning met Thursday, February 25, with a quorum of the Committee present.

The Committee discussed the benefit of annually identifying skill sets and diversity needs to share with all relevant constituencies in connection with the various Trustee selection processes, and has asked the Office of the Board of Trustees to solicit written suggestions from every member of the Board, which will then be reviewed by the Committee.

The Committee received a presentation from Provost Jones, who answered questions about the University's *Strategic Plan*. Trustee Eckel reported that the Committee held an off-cycle meeting on January 4, and although not required to do so, voted to approve the *Strategic Plan* and present it to the full Board for approval.

The Committee discussed the expectations of membership as set forth in the *Standing Orders*. Associate General Counsel, Frank Guadagnino, will synthesize the comments and prepare a revised document for additional consideration at the May meeting of the Committee.

The Committee has also asked the Office of the Board of Trustees to consider how Committee and Board meeting structures, agendas, and time allotments might be altered to effect greater engagement in more strategic and generative discussions.

The Committee on Governance and Long-Range Planning recommended that the Board of Trustees approve the following resolution:

1. WHEREAS, as the result of a broad and inclusive two-year process that involved unit-level planning for 48 academic and administrative units across the University; and

WHEREAS, the Committee on Governance and Long-Range Planning at its meeting on January 4, 2016, and in accordance with the Board's *Bylaws*, approved the 2016 to 2020 Strategic Plan;

THEREFORE BE IT RESOLVED, That the Board of Trustees concurs with the Strategic Plan as set forth in "Our Commitment to Impact: The Pennsylvania State University's Strategic Plan for 2016 to 2020.

A motion to approve the foregoing resolution as recommended by the Governance and Long-Range Planning was made and seconded and approved by the Board.

F. Committee on Legal and Compliance

Rick Dandrea, Chair of the Committee on Legal and Compliance, reported that the Committee met on Thursday, February 25, with a quorum of the Committee present.

The Legal and Compliance Committee was joined by Regis Becker, University Ethics and Compliance Director, Officer, who provided an annual update on the Ethics and Compliance Hot Lines. Athletics Integrity Officer, Julie Del Giorno, shared an update on the Integrity Program as it relates to Commonwealth Campus Intercollegiate Athletic Programs. Athletics Director Sand Barbour proposed a change in the University's policy regarding the sale and service of alcoholic beverages at the University's intercollegiate athletics facilities or ICA facilities. Additional information will be presented to the Committee in May.

Following the public meeting, the Committee received a privileged legal update in Executive session.

There were no action items presented to the Board.

G. Committee on Outreach, Development and Community Relations

Ryan McCombie, Chair of the Committee on Outreach, Development and Community Relations, reported that the Committee met Thursday, February 25, with a quorum of the Committee present.

The Committee received a report, Commissioned by the Penn State Alumni Association, on the results of the latest Alumni Opinion Survey, which revealed a steady increase in core metrics, including pride and Penn State connection. Vice President for Outreach and Vice Provost for Online Education, Craig Weidemann, reported that the World Campus has been ranked *U.S. News & World Report* as Best Online Bachelor's Program, and seventh for five of its graduate programs; and shared updates on growth in the World Campus and Military Student enrollment; and the World Campus Alumni Strategy Team. Lawrence Lokman, Vice President for Strategic Communications, discussed the current marketing campaign to support enrollment efforts and updated the Committee on a number of initiatives to raise Penn State's profile in major media outlets. The Committee discussed responsibilities as articulated in the Board's *Bylaws*, processes, and procedures, and expects to provide the Governance and Long-Range Planning Committee revised verbiage by the first week of April for their review and editing.

Panelists were present to discuss *Invent Penn State*, a program designed to drive job creation, economic development, and student career success by connecting researchers with people who can assist in bringing discoveries to the marketplace; six sites opening across Pennsylvania are associated with our Campuses. Panelists included members of the Greater Harrisburg area, including our law school, our medical school, the Harrisburg Commonwealth Campus, as well as local business and government leaders. Also present were a number of student entrepreneurs who were enthusiastically received by those in attendance.

There were no action items presented to the Board.

Appointment of Directors of Penn State Health

The Board of Trustees adopted the following resolution:

RESOLVED, That the Board of Directors of Penn State Health shall initially consist of eight members, and the following individuals are appointed for a term of one year:

Dennis P. Brenckle
Peter N. Carlino
Kathleen L. Casey
Mark H. Dambly

Rodney A. Erickson, Ph.D.
David J. Gray
A. Craig Hillemeier, M.D.
Keith E. Masser

Proposed 2017 Dates for Meetings of the Board of Trustees

The Board of Trustees voted to approve the proposed meeting dates for 2017 as follows, with the motion amended to preserve the dates and address the issue of January and February formats at the Committee on Governance and Long-Range Planning in May. Unless otherwise noted, all meetings will be held at University Park.

January 12-13, 2017	(Thursday-Friday) – Board Retreat/Professional Development
February 23-24, 2017	(Thursday-Friday)
May 4-5, 2017	(Thursday-Friday)
July 20-21, 2017	(Thursday-Friday) – Penn State Harrisburg
September 14-15, 2017	(Thursday-Friday)
November 9-10, 2017	(Thursday-Friday)

Selection of Recipients of the 2016 Distinguished Alumni Award

Keith E. Masser, Chairman, presented the recommendations from the Distinguished Alumni Award Screening Committee meeting on February 25, 2016.

Ballots were distributed and, following the voting, were counted by tellers Tom Poole and Rod Kirsch. Chairman Masser reported that the following eight individuals had been selected as recipients of the Distinguished Alumni Award for 2016:

H. Jesse Arnelle
Kathleen Mullan Harris
John A. Leone
Joel N. Myers
George Santiago, Jr.
Richard B. Silverman
Lara Spencer
Thomas A. Ulmer

Announcements by the Chairman of the Board of Trustees

Chair Masser called for other matters to come before the Board.

There being no other business, the meeting was adjourned at 3:45 p.m.

The meeting is available in its entirety at <https://www.youtube.com/watch?v=VvjgBPWVN94&feature=youtu.be>

Respectfully submitted,

Janine S. Andrews
Associate Secretary,
Board of Trustees

Remarks from President Eric J. Barron
Meeting of the Penn State Board of Trustees, Hershey, PA
February 26, 2016

“Thank you, Mr. Chairman. I just want to say at the outset that I am a real fan of the Student Fee Commission. We have a lot of universities across this country that use student fees as another source of revenue, and they decide to increase them, and perhaps they decide that their athletic budgets are out of whack, and so they increase the student fees and have them pay for it, whether the students want to spend their money that way or not. By having a Student Fee Commission, we will have students who are basically in charge of spending money on those things not directly related to the academic budget, such as recreational facilities. It is a powerful circumstance to have them be able to say no, we've spent enough on student recreational facilities, or to say yes, we would like to spend more on issues like mental health and can put that decision, and making power, including decreasing fees or proposing an increase, in their hands. I think it's a very positive development, and we end up with a very unified system of approaching fee structures, and I congratulate them on their progress towards that end.

“I would like to talk about access and affordability initiatives and Invent Penn State, a kind of strategy to action, a lot of progress here, but it's worth thinking about this kind of odd animal called a university and how it is that we function. Often you can think of the strategic planning that's at a university level as a forcing function. It's putting pressure, with faculty with different tenure, many constituencies, and applying that force to move the University in a different direction or in a stronger direction. It's built upon the landscape of whatever is going on around the world. It's built upon specific unit plans and actions. It creates a basis for prioritization when resources are available. It tells us we need to go out and attract resources to be able to be successful. And it enables the development of the building blocks that exceed the capacity of a single unit in moving forward. And this is the way, I think, the functioning of the University, its leadership, even as a shared governance leadership, of applying this pressure to move the University in a different direction.

“We have two perfectly good examples here of exactly how this worked, and enough time to see how that strategy and forcing function is altering this University. So those two examples are access and affordability, which has been the highest-priority element for me when I walked in the door; and promotion of economic development, job creation, and student career success, which is the second thing that I proposed to the University and to its Board when I came in the door. Both are prioritized as University-wide strategies. Both can be found in the unit plans. Both have made their way into the Strategic Plan. Both have specific goals that define general metrics, like decreasing the rate of student borrowing. Both are resource dependent, and the resources define the specific metrics that you might come up with because without those resources, you are unable to accomplish those objectives that you described. And so we have this sort of level. Two good examples.

“So we'll take enhanced education pathway initiatives that are part of access and affordability. We've nicknamed it, as you know, Plan 4 Penn State, because the single most important way to decrease the cost of an education is to get students to graduate in four. We have a wonderful statistic based on the number of needs-based students we have. Everybody says we should only graduate 71% of our student population. But we graduate 86. The highest difference among the top 100 universities in this country. The distinguishing factor about Penn State is we graduate students regardless of what their economic background is. But we dig in, and we discover that if your family income is below \$25,000, you only graduate 50% of the time. They take longer to get a degree, spend more money to do it, have less success and less interaction with the University because they are working too many jobs, often give up, and if they don't give up, it takes them five or six years to graduate.

“So here are our critical goals: Increase retention and graduation; decrease total cost of a degree (time to degree is key); decrease the rate of borrowing; decrease attrition due to finances -- and as I said, need-based students are a particular population for which this enhanced educational pathway is the most important. Those are our metrics, general metrics that are now defined by how well we can do in this space.

“So let's take how it is that this University evolved as this particular forcing function was applied to the University. 30 ideas came forward. I'll remind you of a few of them. But in reminding you, I want you to sense that in a single year how far we've come since we launched this objective.

“Pathway to Success for Summer Start is to increase retention to graduation and to decrease the time to degree. Last fall, 135 at-risk students at six campuses entered this program. We expect 300 at nine campuses coming in this year. The first summer, you have \$1500 scholarship for two summer classes; \$1,000 available for on-campus job summer/fall plus mentoring. The second summer, up to \$3,000 for four classes; \$2,000 for an on-campus job. This is having these students that are at risk end up as they enter their second fall with an extra 18 credits towards graduation. Jobs are already there. Opportunities are already there. The credits are given through scholarship. This is put your foot on the gas, see the end zone right in front of you, graduate on time. Don't take five or six years. You've just walked into your second fall already most of the way to being a junior. Designed to be self-sustaining. If we can attract enough students into this program with tuition, this is designed to be self-sustaining. The student comes in, it's matched with these dollars, and they move towards graduation, and the economics of that has the potential to work. We have to assess that cost to make sure that's right. We have to assess our ability to scale if that works, and we don't want to do that until we know it's effective.

“This fall we will have the first sign of whether it's effective on retention rates. It will take us four to six years to know whether it's successful on graduation rates. It's an experiment. We hope that it will work well and then be able to scale it so that it has a tremendous impact. But we'll have 435 students in this program if they all stick with us, and this will be exceptional. Just so you know, if we can get 800 at-risk students to graduate within six years, more than we have now, we will move into the very top echelon graduation rates of public universities in this country. That's the way we should be thinking about it.

“Student Transitional Experiences Program. The goal is to remove that extra four courses, basically a semester, to graduation if you change your campus from Commonwealth campus to University Park. This is another pilot, three colleges participating -- Smeal, Engineering, Health and Human Development. The Provost provides a \$1,000 STEP award for students enrolled in at least one STEP course and one noncredit seminar. Also available, on campus employment, noncredit career prep courses, campus activities, mentoring, and support services. This is the University paying attention to those students that are transitioning and may be at risk. We will assess success to graduation, and again, cost this out to scale it to more and more students.

“Financial literacy. A new program launched to decrease borrowing rate, especially lifestyle borrowing. We estimate that perhaps as much as \$30 million a year of borrowing on the student population is lifestyle borrowing because they don't want a roommate or because they really want a car, other things that are incredibly important. But if they understand what the impact of borrowing is and their families do, they may not decide that that's what they want to spend their money on. Proposed financial literacy and wellness center to unify existing program and extend the reach. We propose to phase in staffing for this program to create a one-stop center for Money Counts, a financial literacy series that is there. And you already have the webpage that went live May 2015 on financialliteracy.psu.edu. What will we be assessing? We will be assessing the borrowing rate to see whether financial literacy, especially as we ramp this up, begins to decrease borrowing rates of our students.

“The fourth one is in terms of online scholarships. This is designed to decrease the time of degree to increased access to highly enrolled major classes required for graduation. On a small campus, we can't offer everything all the time. Can we use the online world, collaboration between World Campus and Vice President for Commonwealth Campuses to access those courses and have people keep on track? Focus

is online content that then can be available to the entire University. The Commonwealth Campus will provide faculty with content expertise, although financial support for this has not been identified. Another opportunity, keep your foot on the gas, we won't end up having a course structure that, by necessity, is only offered periodically to hold students back. What will we be assessing on this experiment is to assess the impact on time to degree.

"We have Raise.me microscholarship program, high school students grade 9-12 sign up to earn credits towards a four-year PSU scholarship by completing rigorous academic courses, developing strong study habits and participating in leadership opportunities. Currently available to students in five Philadelphia-area high schools and six rural Pennsylvania schools. It encourages academic preparation and extracurricular choices while in high school, but the whole idea is now you are ready. You are ready, you have these courses under your belt, your degree at Penn State becomes faster, and it has a lot of other potential benefits for recruiting. There's a lot of additional planning and assessment. Models of one-stops advising for student needs, academics, financial aid, internships, career services, tutoring, study abroad.

"Efforts to consider in great depth the reasons/incentives for students who have completed a high number of credits with a strong GPA but haven't graduated. So this is an effort to target those populations, understand what's happening, and see if we can get them to graduate. Numerous potential programs, including direct scholarships. There was an increase this year of \$5 million in Provost and Chancellor awards. Step by step, a set of experiments designed to solve what I think is one of the most difficult and pressing problems in higher education today.

"What will define success? Only one program may be self-sustaining, and that becomes challenging in a resource-restricted environment. The source of funds for the pilots, a total of \$6 million, was basically found by wise use of our resources. We took \$150 million that normally ensures financial stability for this University, and we said we are going to place that in a quasi-endowment. We are going to earn interest on it. And we are going to drive these pilots to find out what really works well, and we are going to do it off of interest of dollars that we have that normally would have been part of the financial stability of the University. For successful programs, we are going to have a challenge of scaling. We are experimenting to tackle an age-old problem of low graduation rates for at-risk students. It's phenomenal that our predicted graduation rate and our actual graduation rate is so high, it defines this University. But if we can reach it a little bit further, we clearly will be the University that pays attention to these students.

"What's the problem here? This is at risk in terms of resource approach. I can go after it with a capital campaign. We will do that. But the investment dollars of \$150 million, unfortunately, if this University doesn't get its state appropriation, I had promised I would give that money back. So the money that we give back as an institution to ensure that we survive a catastrophic problem with the state appropriation, is one of taking away the dollars that are used to experiment to find out how it is a university makes sure that those at-risk students are graduating at a different level. Those dollars are at risk today, and I am hoping that that doesn't end up to be the story as opposed to watching these programs yield extraordinary success for students that represent the age-old problem of low graduation rates in a population.

"Invent Penn State is my second example. The goal: Drive job creation, economic development, student career success. Again, it got named. Invent Penn State, the ingenious power of partnership. An invitation for everyone to join us in getting our intellectual property into the marketplace and having our students create successful companies. The programs of central investment, wide-ranging programs starting in colleges and campuses. I will actually give you a separate document that will describe a lot of programs that I skipped. I think you might actually have that at your table, including some of the diagrams. Okay. So what are the thematic areas? Well, first of all, this is fulfilling our land-grant mission. This is taking this University and ensure that we are everywhere in the state promoting economic development as part of our mission to Pennsylvania. Transform our ability to promote economic development internally. How do we transform the culture of our institution to become more entrepreneurial? How do we increase the visibility of our intellectual property? How do we create the ecosystem around our campuses, the

capacity and capability to develop startups and to attract companies? How do we enhance student entrepreneurship and an already strong path to student career success?

“Well, I will just give you a few examples in each one of these categories. First, transforming our ability to promote economic development. Entrepreneurships-in-residence, a proposal to put people who have been there and done that right there embedded into colleges so that they can interact with students, help develop courses, and rub elbows with faculty that have the ideas so that we can put the people that want to take the idea to the marketplace up against the people that have the ideas. This is pending. This is what we proposed to use the budget increase from the Commonwealth to help support. A lot of partnerships across colleges and programs, a ramp-up office of research capability. We now have a faculty scholar medal that is focused on economic development and innovation -- not teaching, not research, but economic development and innovation.

“So here's just an example. We now have \$1.5 million on the table as an investment for faculty to propose ideas to advance commercialization of University innovations. The awardees are selected by participating colleges. Seven colleges participating in 2015. Five colleges participated the year before. They developed proof of concept and proof of relevance studies to help prove out products. Successful kick-start funding awardees receive up to \$75,000 for new venture. This is now dollars on the table working to attract ideas that are ready to move closer to the marketplace.

“Here is another example of how this forcing function applied to the University didn't result in a central endeavor but a college program. Two new Penn State law clinics, an Entrepreneurship Assistance Clinic opened this fall, an Intellectual Property Clinic to open in the fall of 2016. And Dickinson Law in Carlisle is partnering with Harrisburg and the College of Medicine to have a similar type of program. And the whole idea here is why should those young entrepreneurs or why should those faculty members spend all their time trying to decide how legally to set up their company, how legally to protect their intellectual property? So what happens when this forcing function is applied over a university, it's happily received by the College of Law to the point that they create programs that assist faculty and students in being successful.

“A central investment, this one by the Vice President for Research. Instead of the funds I just described, we now have a whole team working to connect with companies and helping University faculty with their ideas to get their ideas in the marketplace. All of these individuals are hired and part of a team and off and running, talking to hundreds of companies. The second part of this theme was increasing external visibility. The idea is to showcase our University technology and intellectual property, competitions for start-up funding, to facilitate connections with Penn State companies and ventures. Again, a couple of examples. We have our first IP conference, all-University IP conference, scheduled for October 6-7 in the Bryce Jordan Center. Groundbreaking Innovations, startups and tech companies from all over the campus. Featuring investor-selected tech companies, PSU student startups, PSU tech and IP available for licensing, regional companies, and more. And a competition specifically funded for faculty-led startups. Already in the works, already announced, save the date. We are off and running.

“We now have a website for Penn State-affiliated investor opportunities that is under development, expected to be live in the middle of this year. Will facilitate investment in Penn State affiliated companies, both larger companies and startups. It's a new way for Penn State to engage its alumni and attract venture capital and angel investors. We have a new interactive website that is now live. It's the first place you can go to begin to work on this. To date, we had more than 70-plus positive media placements that have featured Penn State, all over the state and nationally. This is just a sign of strategic communications now being a part of this forcing function that is focused on invent Penn State.

“The third category is creating capacity and capability to develop startups and attract companies it drive economic development; to provide flexible, low-cost space; to create a hub of innovation; and to create partnerships with business and industry. Many, many things under this category, but just a few examples. We now have multiyear \$50,000 seed grants that went to Commonwealth Campuses who wrote proposals.

Six were funded. I cut the ribbon on five. I will cut the ribbon for the Abington one soon. There is the list of campuses that are part of this first competition. All of them require community participation. Phenomenal success. A couple hundred people showing up for the ribbon-cutting in Harrisburg. 70, 80 people showing up for the ribbon-cutting at New Kensington. Community leaders, entrepreneurs, Penn State is in the community creating space where community members can mentor, where community can begin to talk about things that they need, where students can come in with their startups and find space and mentoring, where faculty can begin to create startups. Huge enthusiasm around this state with each one of these ribbon cuttings, and what the potential is, because Penn State is in the house, in their community, helping to promote economic development.

"We now have proposals for six additional seed grants to bring us up hopefully to 12 campuses that now have campus facilities, have community facilities, and economic development. Happy Valley LaunchBox, the facility, the ecosystem in State College already will have a ribbon-cutting on March 31. It's a no-cost business accelerator program with co-working space for entrepreneurial teams with scalable business concept. On February 15, five teams began a ten-week business start-up training program. There is professional consultation to help people be successful. You see the list there of what that consultation is like. Permanent home is being planned and worked on right now as a public-private partnership in State College with expanded capabilities on how it is that we will create this space where our faculty and our students walk across the street in the communities and help create their companies.

"Another example is in Innovation Park, where Penn State purchased the Technology Center, which is now being managed in cooperation with Ben Franklin. There is another opportunity with a lot of signage for people to see all the companies that are being started as a part of Penn State. Funded by an \$18-million external investment. This is additional entrepreneurial space for those companies that are advancing beyond what is occurring in the LaunchBox.

"Another example of these partnerships are new resources and processes for engaging with industry and connecting companies with our research faculty. Over 100 company interactions with businesses have occurred. Large and small. Nine full-day research forums. Company reps spend the day meeting faculty, students, and touring labs. We have four University-wide challenges on behalf of companies to help them solve problems that they have, and we have multiple new strategic partnerships that are being built. This is an astounding connection with corporations, big and small, that is being made at Penn State University.

"One more. Penn State hosts the inaugural EdTech Summit. This is leveraging the top-ranked World Campus -- ours -- to tap a \$2-billion EdTech industry. EdTech industries from around the country came to Penn State to work in a workshop, to look at developing personalized learning tools, adaptive learning technologies, and integrate smart online advising and tutoring. Our pitch to them was here's where the students are. Here's where the expertise is with the World Campus. Here's where the technical expertise is. If you are creating a company today in EdTech, you should be collocated with Penn State University. And we have also developed partnerships with other industry leaders. We now have DreamIT as an accelerator company, one of the top ten accelerators in the world is working on EdTech proposals on behalf of Penn State University to accelerate those to the point where they can be sitting there with individuals that have the capital to help them launch their ideas after they've demonstrated through that accelerator their capacity to expand.

"The fourth topic is accelerating and enhancing an already strong path to student career success. Skills and knowledge base, assessing career outcomes, career services, global leadership in innovation. Many, many universities look at this purely as a revenue source. We look at it as an opportunity to educate our students in a different way. And what is happening is nothing short of astounding. So here you see a nice little diagram, and if you look carefully, there you see that this upper part here is leveraged. This is things going on in the external community. Here is Penn State. There's what we are focused on for students. Oh, how did I do that? Incubators, accelerators, co-working spaces. Investor, mentor, and alumni networks here; and periodic competitions, events, and funding here.

“So those are the categories, where is your Penn State today in terms of activities? Are you ready? Drum roll. Those are the activities now at Penn State that are focused on creating entrepreneurial opportunities for our students. Everything from alumni networks to competitions to accelerators to education and support programs. It's nothing short of astounding what is happening in a very short amount of time. And it's not just happening at University Park. That was University Park. Here is a diagram provided by the Chancellor of Penn State Berks, which shows exactly how they are thinking about integrated programs in this particular space. I can pick out a couple of things. IST Start-up Week, fifth annual celebration of successful entrepreneurs and innovators in the fields of technology and security. Speakers from around the country. Showcase of possibilities. It's been going for five years. What's the difference? It just went University-wide. Not one college. One college started it. But we are making the investment with Invent Penn State to have it go University wide.

“Here is another one hosted by Smeal's Farrell Center for Corporate Innovation and Entrepreneurship. Gives a chance to collaborate, to turn ideas into real-world opportunities. Teams share - - compete for a share of \$3500 in prizes. This is one in college. There's some in department, in college, and ones that we are expanding University-wide. Summer Founders Program. Teams compete for \$10,000 to work on their start-up, social good, or nonprofit idea for ten weeks over the summer, and they get paid to do that. Open to students from University Park or Commonwealth campus, entirely funded through philanthropy. Another wonderful development.

“On the education side, these are now the colleges that have minors in entrepreneurship and innovation. Phenomenal development. With a Liberal Arts Entrepreneurship minor on its way. And over there, campuses developing these as well. A collaborative enterprise that gives students opportunity. This is a new Business Fundamentals Certificate so that any student can get 15 credits in Business Fundamentals, no matter what their major is. A history major may not end up to be a historian. As a matter of fact, they are not likely to. But to give that history major the fundamentals in business, this is now launched. Before it was an idea, it was a dream. It's enrolled the first 80 students in August of 2015, which put the program at capacity in its first shot. We will have to grow it and make those investments. Wonderful development.

“What are the factors this will define success? The metrics are both specific and general. Increased graduation rates, or in the one case, or in this case, patents and licenses and startups and new revenues to create new opportunities to create long-term student career success. What is the source of these pilots? Well, one-time money for capital projects. We are going to see that permanent facility come out of the ground. But the other part of that forcing function was the same idea of taking \$50 million out of money being used to make sure that this institution was financially secure and putting that \$50 million into interest-bearing accounts to generate 2 million that we then use to apply that forcing function and help transform a university. The challenge is, again, scaling. How many entrepreneurial centers should we have? Human different student activities? We are experimenting. We are innovating. One of our jobs would be to see which one of those we now encompass the whole University versus the flowers we let bloom within colleges or within departments. Again, we will focus on a capital campaign, but that investment of \$50 million is at risk because that's the money that we may have to use to cover the lack of \$273 million in state appropriation so far. As well as that, the Pennsylvania appropriation for entrepreneurs in residence is also at risk.

“In summary, but with one other idea at the end, the forcing functions are creating innovations at multiple levels, and it really is the way to think about it. The University taking those priorities and directions and saying here's where we are going, and watching colleges respond and departments respond and for them to come up and say that forcing function isn't quite right; you need to go off in this direction. Many activities. Dollars with opportunities. And then the opportunity to collocate by taking a lot of little incubator ideas and make sure they are focused at a launchbox or at an innovation center at Harrisburg or a launchbox that might occur at Lehigh Valley. Success and the non-general metrics are highly dependent on generating resources without increasing tuition for our students. Great opportunity for our students, but

we don't want to make this bet and put it on their back. We want to be able to use our resources wisely and ensure this is successful and to make sure our state supports in these endeavors. Many of the parts are experimental, but in the true spirit of entrepreneurship, when one fails, we'll pivot. When one fails, we'll drop it and we'll replace it by something else because this is an incredibly important function to promote economic development. Consider now the other ideas in our strategic plan, focusing on water secure, energy security, food security, digital innovation, and human health, and place it in the same context of what a university is capable of with some philanthropic effort, with some dollars to be able to invest, with the support of our Commonwealth.

“There is one last component of this that I want to make sure I mention because one of the things I've told you is great ideas, innovations, the cream for our students, the modern ideas for our student is at risk without a state appropriation, and we have to take this very, very seriously. Some elements of that state appropriation gap are already causing considerable harm. One of the ones you have seen in the press lately and described throughout the agricultural community in terms of the network of farms and extension agents and others across this country is the ag script funds that normally are \$46.2 million, which then allow us to leverage federal grants totaling \$91 million, and also with that some of county funding. Without that ag funding and without the ability to decide to support things like 4-H or extension agents on tuition, unfortunately, this University close to May 1 but before May 1, will have to begin to give notice to employees, and we will, unfortunately, have to give notice to 1100 employees that we no longer can continue to have them here at Penn State University. This will end programs that involve more than 100,000 participants. It also involves ending the participation of more than 10,000 volunteers. This is a serious issue. I look at this as an incredibly serious issue. Our University will face some extraordinarily difficult decisions to make should we not get that state appropriation.

“I do have one bit of good news. Moody's just increased our bond rating to AA1. This is a signal that this is an extraordinarily well-run University that's fiscally been quite conservative, and this is a tremendous vote of confidence that this University is run well, and I am very proud of our Vice Presidents that are deeply involved and committed to making sure that we have a successful institution.

“With that, Mr. Chairman, my report ends. I don't know whether we have time for any questions.”

Access and Affordability Initiatives and Invent Penn State

Strategy to Action

Presented to the Board of Trustees
February 26, 2016



PennState

Strategic Planning – University-wide Level

Forcing Function – Defines Direction

1. Built upon landscape, specific unit plans or actions
2. Creates basis for prioritization as resources are available
3. Guides the recruitment of resources (new or redistribution)
4. Enables the development of building blocks that exceed the capability or interest of a single unit



Strategic Planning – University-wide Level

Consider two examples:

1. Access and affordability
2. Promotion of economic development, job creation and student career success

Both prioritized as university-wide strategies

Both have specific goals that define general metrics

Both are resource-dependent (defines success)





Enhanced Education Pathway Initiatives

Critical Goals: Highest quality education at a cost that ensures access for our citizens.

1. Increase retention and graduation
2. Decrease total cost of a degree (time to degree is key)
3. Decrease rate of borrowing
4. Decrease attrition due to finances—need-based students take longer to graduate, have lower retention rates and higher loan rates.

Six Programs: 5 given as examples



PennState

1: Pathway to Success Summer Start (PaSSS)

- Goal: Increase retention to graduation; decrease time to degree
- 2015: 135 “at risk” students at 6 campuses; 2016: 300 at 9 campuses
- 1st Summer: \$1,500 scholarship for 2 summer classes; \$1,000 available for on-campus job summer/fall + mentoring
- 2nd Summer: Up to \$3,000 for 4 classes; \$2,000 for on-campus job
- Potential 18 credits extra at start of second fall semester
- Designed to be self-sustaining with tuition; assessing cost, ability to scale, effectiveness on retention – eventually grad rates



2: Student Transitional Experiences Program (STEP)

- Goal: Remove (on average) extra semester to graduation for change of campus transition from Commonwealth Campuses to UP
- 3 colleges participating (Smeal, Engineering, HHD)
- Provost \$1,000 STEP awards for students enrolled in at least one STEP course and a non-credit seminar
- Also available: On-campus employment; non-credit career prep courses; campus activities; mentoring; support services
- Assessing success to graduation; cost to scale



3: Financial Literacy

- Goal: Decreased borrowing rate; especially lifestyle borrowing
- Proposed Financial Literacy & Wellness Center to unify existing programming and extend reach -- phased staffing
- Create one-stop center for: MoneyCounts: A Financial Literacy Series; the Student Financial Education Center; freshmen seminars; other financial literacy resources
- <https://financialliteracy.psu.edu/> went live May 2015
- Assessing borrowing rates



4: Online Courses

- Goal: Decrease time to degree through increased access to highly enrolled ‘entrance to major’ classes at CC required for graduation but offered intermittently
- Collaboration between World Campus and VP for Commonwealth Campuses
- Focus: Online content to be available to entire university
- CC will provide faculty with content expertise, although financial support has not been identified
- Assess impact on time to degree

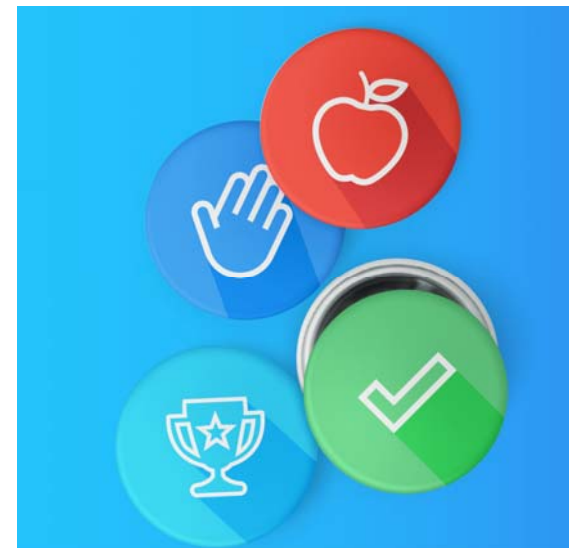


Saige Sommese, student



5: raise.me Micro-scholarship Program

- High school students (grades 9-12) sign up to earn credits toward a 4-year PSU scholarship by completing rigorous academic courses, developing strong study habits and participating in leadership opportunities.
- Currently available to students in 5 Phila. area high schools and 6 rural PA schools.
- Encourages academic prep and extracurricular choices while in high school that increase readiness and student success in college.



Additional Planning and Assessment

- Models of one-stop advising for student needs: academics, financial aid, internships, career services, tutoring, study abroad
- Assess reasons/consider incentives for students who have completed a high number of credits with a strong GPA, but haven't graduated (sizable population fits this profile)
- Numerous potential programs including direct scholarships (increase of \$5M in Provost and Chancellor awards)



Factors that will Define Success

- Only one program may be self-sustaining on tuition
- Source of funds for pilots: \$6M from investing \$150M that normally ensures PSU financial stability (must return if financial need)
- For successful programs -- challenge of scaling
- Experimenting to tackle age-old problem of low graduation rates for “at risk” students -- some programs may not be cost-effective; multiple years needed to assess success
- Resource approach -- capital campaign; investment \$ (at risk?)





Goal: Drive job creation, economic development and student career success

Programs: Central investment and wide-ranging programs starting in colleges and campuses (separate document describing program details)



Invent Penn State Thematic Areas

Fulfilling our land-grant mission in the 21st century

1. Transforming our ability to promote economic development (internal)
2. Increasing external visibility
3. Creating capacity and capability to develop startups and to attract companies (building ecosystems)
4. Enhancing student entrepreneurship and an already strong path to student career success



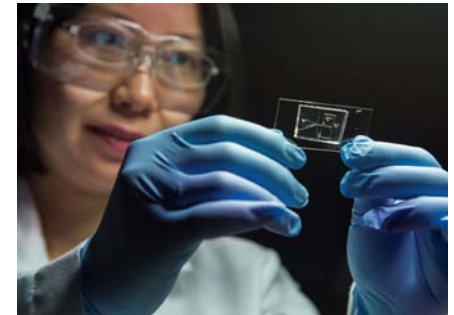
1: Transforming our ability to promote economic development (Internal)

- Entrepreneurships-in-Residence (pending Commonwealth funding)
- Partnerships across colleges and programs
- Ramp Up Office of Research Capacity
- Faculty Reward Structures



Example: Fund for Innovation

- \$1.5M investment to advance the commercialization of university innovations
- Awardees selected by participating colleges (7 colleges participated in 2015; up from 5 in 2014)
- Proof-of-concept and proof-of-relevance studies help prove out products
- Successful 'kick start' funding awardees receive up to \$75,000 for new venture



Example: Two New Penn State Law Clinics

- Entrepreneur Assistance Clinic (opened fall 2015)
 - Assists startups with wide range of legal matters, excluding intellectual property
 - Will collaborate with students in IP Clinic
- Intellectual Property Clinic (to open fall 2016)
 - Will help determine patent protection eligibility
 - Law students will provide legal counsel on IP issues



Example: Investment in Invent Penn State Team

- Jeff Fortin, assoc. VP for research; director, Office of Industrial Partnerships
- James Delattre, assist. VP for research and industrial partnerships
- Nena Ellis Koschny, assist. director, marketing and communications
- Don Mothersbaugh, assist. director of industrial partnerships
- Jim Pietropaolo, working with Ben Franklin Tech Partners
- Lidia Sobkow, technology licensing officer
- Machel Reese, admin. coordinator



2. Increasing external visibility

- Showcase University Technology and IP
- Competitions for Startup Funding
- Facilitate Connections with PSU Companies and Investors



2015 IST IdeaMaker Challenge



Example: First All University IP Conference (Oct. 6-7, 2016)

- Inaugural event will showcase groundbreaking innovations, startups and tech companies
- Featuring: investor-selected tech companies, PSU student startups, PSU tech and IP available for licensing, regional companies and more
- Competition planned specifically for faculty-led startups

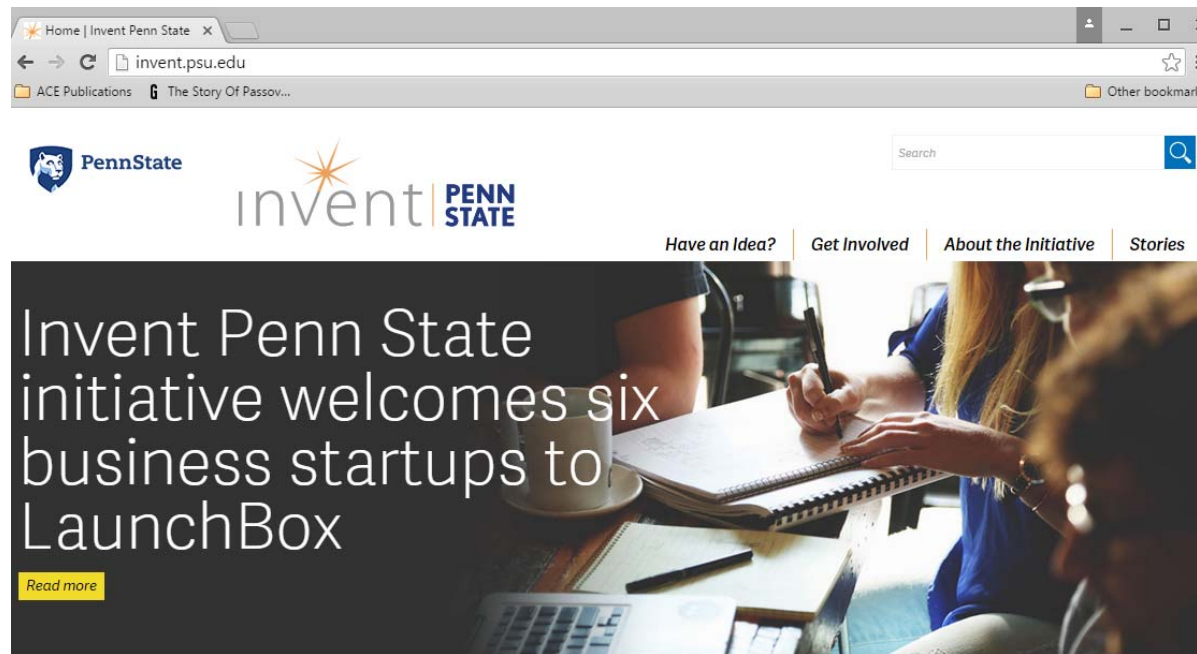


Example: Website for Penn State-affiliated Investor Opportunities

- Under development; expected to be live mid-2016
- Will facilitate investment in PSU affiliated companies (both larger companies and startups)
- Will provide a new way for Penn State to engage alumni



Example: New Interactive Website



Example: Media Opportunities

- To date, 70+ positive media placements have featured Invent Penn State

BUSINESS FEBRUARY 02, 2016 2:34 PM

Invent Penn State nurtures entrepreneurs

HIGHLIGHTS
 Invent Penn State helps aspiring entrepreneurs develop ideas
 Happy Valley LaunchBox is a 10-week program for 6 startups



Mary Elizabeth McCulloch, CEO and Founder of Project Vive, pitches the judges her voice speech assistance technology during Penn State's Summer Founders Program last summer. The startup is one of six to be included in Happy Valley LaunchBox's inaugural cohort. Photo provided.

News

Penn State Harrisburg opens center to help entrepreneurs

Written by Ben Allen, General Assignment Reporter | Feb 15, 2016 3:24 AM



(Middletown) — Penn State Harrisburg is taking a step towards bringing a slice of Silicon Valley to the region: it's opening a center to encourage entrepreneurship among its students. Students are already getting to work on ideas at the new Center for Innovation and Entrepreneurship.

CAMPUS TECHNOLOGY NEWS FEATURES
 OPINION RESOURCES
 RESEARCH CASE STUDIES
 TUTORIALS NEWSLETTERS

Networking/Wireless AV & Presentation Software & Systems Green ERP

Stanford Launches HOOOC For Science Teachers on Helping Students Read STEH Careers' Means Engineering to Parents, not Teaching

Twitter LinkedIn Facebook Printable Format E-Mail this page

Technology Transfer

Penn State Commits \$30 Million to 'Invent' Program

By Dian Schaffhauser | 02/18/15

The Pennsylvania State University system is kicking off a major initiative to spur economic development. President Eric Barron has announced a multi-year \$30 million investment to support job creation, economic development and student career success. The university is hoping to see the state support its goals in "Invent Penn State" as well.

"Our aim is to accelerate the transfer of new ideas into useful products and processes that encompass a broad range including: energy, food security, environmental protection, health care, manufacturing, educational technologies,

Sleep Review THE JOURNAL FOR SLEEP SPECIALISTS
 Home Sleep Testing Side-by-Side Comparison: Compare and contrast 20 home sleep testin online comparison guide where key features

NEWS PRODUCTS BUYER'S GUIDE RESOURCES DIGITAL EDITION

47 Home Sleep Apnea Device Startup Chosen as Part of Invent Penn State Initiative
 5
 Published on January 26, 2016

0 Happy Valley LaunchBox announced its inaugural cohort, an entrepreneurial class of six business startups who will participate in Invent Penn State's no-cost business pre-accelerator program. The teams will complete 10 weeks of business startup training, have access to no-cost legal and marketing consulting, and enjoy no-cost co-working space that's available to their teams 24 hours daily.

One of the six startups chosen was Somnus: a medical device that can diagnose sleep apnea at home, instead of requiring patients to check into a

Penn State New Kensington aims to boost Alle-Kiski Valley prosperity



3. Creating Capacity/Capability to Develop Startups and Attract Companies

- Drive economic development
- Provide flexible, low cost space
- Create a hub of innovation
- Partnerships with business/industry



Eli Kariv '15 and Matt Brezina '03



Example: Multi-year \$50K SEED Grants

- Designed to promote entrepreneurship in the community
- Awards to 6 campuses: Wilkes-Barre, Lehigh Valley, Behrend, New Kensington, Abington, Harrisburg (includes Penn State Hershey and the Dickinson School of Law)
- Community participation
- Proposals under review for the next 6 SEED Grants





- A no-cost business accelerator program with co-working space for entrepreneurial teams with scalable business concept
- On Feb. 15, five teams began 10-week business startup training program
- Professional consultation/research resources include: Penn State's Law Entrepreneurial Assistance Clinic and Office of Technology Management Intellectual Property Clinic; Small Business Development Center; Farrell Center for Corporate Innovation and Entrepreneurship; PSU Libraries
- Permanent home planned with expanded capabilities



Example: Innovation Park

- Penn State purchased the Technology Center, which is now being managed in cooperation with Ben Franklin
- Prominent new signage will increase visibility and value
- Funded by \$18M external investment, a new 86,000 sq. ft. building offers additional entrepreneurial space in Innovation Park



Example: Building Strategic Partnerships with Industry

- New resources/processes for engaging with industry and connecting companies with our research faculty
- Over 100 company interactions with businesses large and small
- 9 full day research forums -- company reps spend the day meeting faculty, students and touring labs
- 4 university-wide “challenges” on behalf of companies
- Multiple new strategic partnerships being built



Example: PSU Hosts Inaugural EdTech Summit

- Leveraging top ranked World Campus to tap \$2 billion EdTech industry
- EdTech companies partnering with PSU to develop personalized learning tools; use adaptive learning technologies; and integrate smart online advising and tutoring
- Pitch to co-locate
- Partnership with industry leaders – DreamIT (top 10 accelerator); InsideTrack

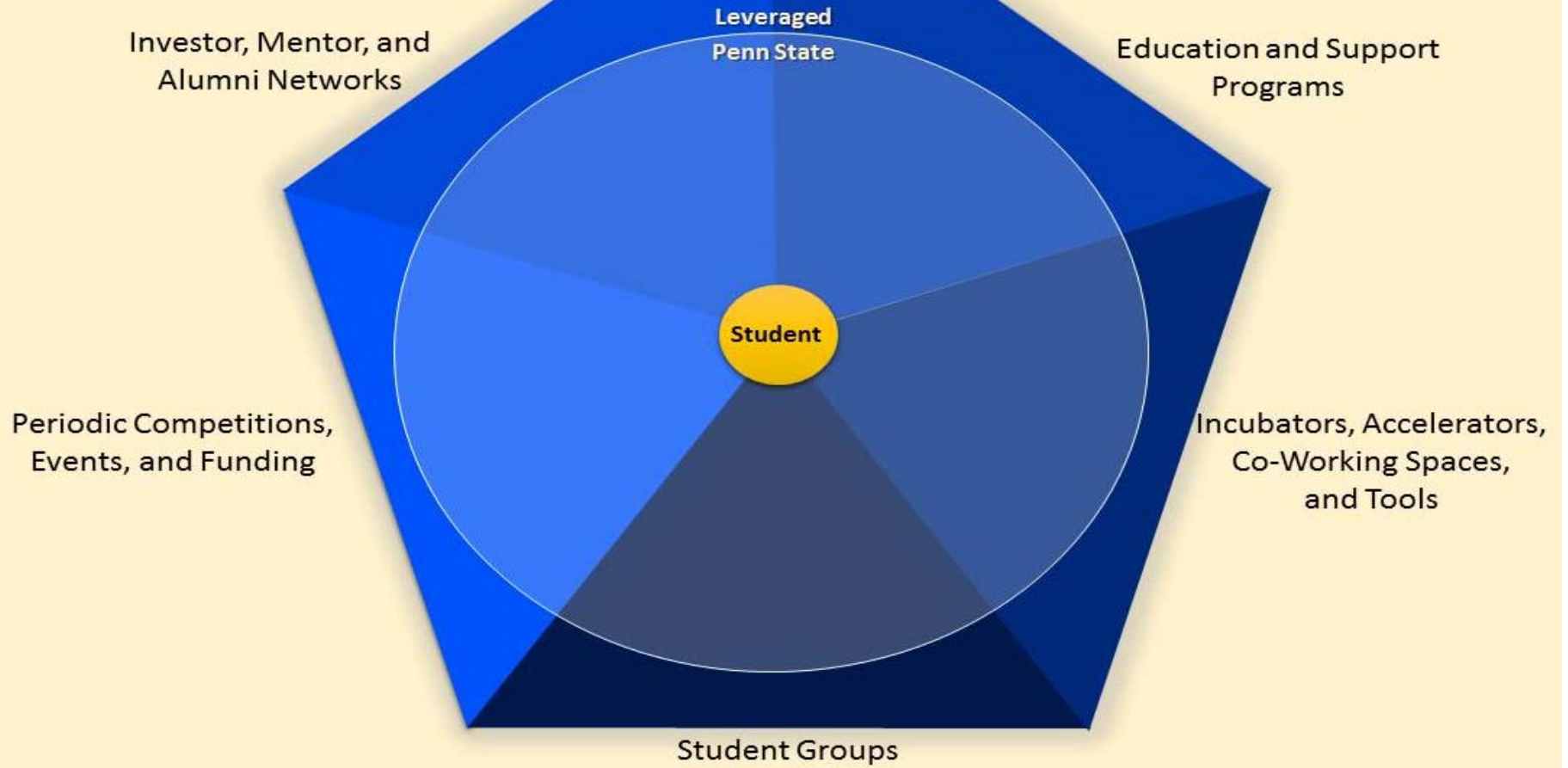


4. Enhancing an already strong path to student career success

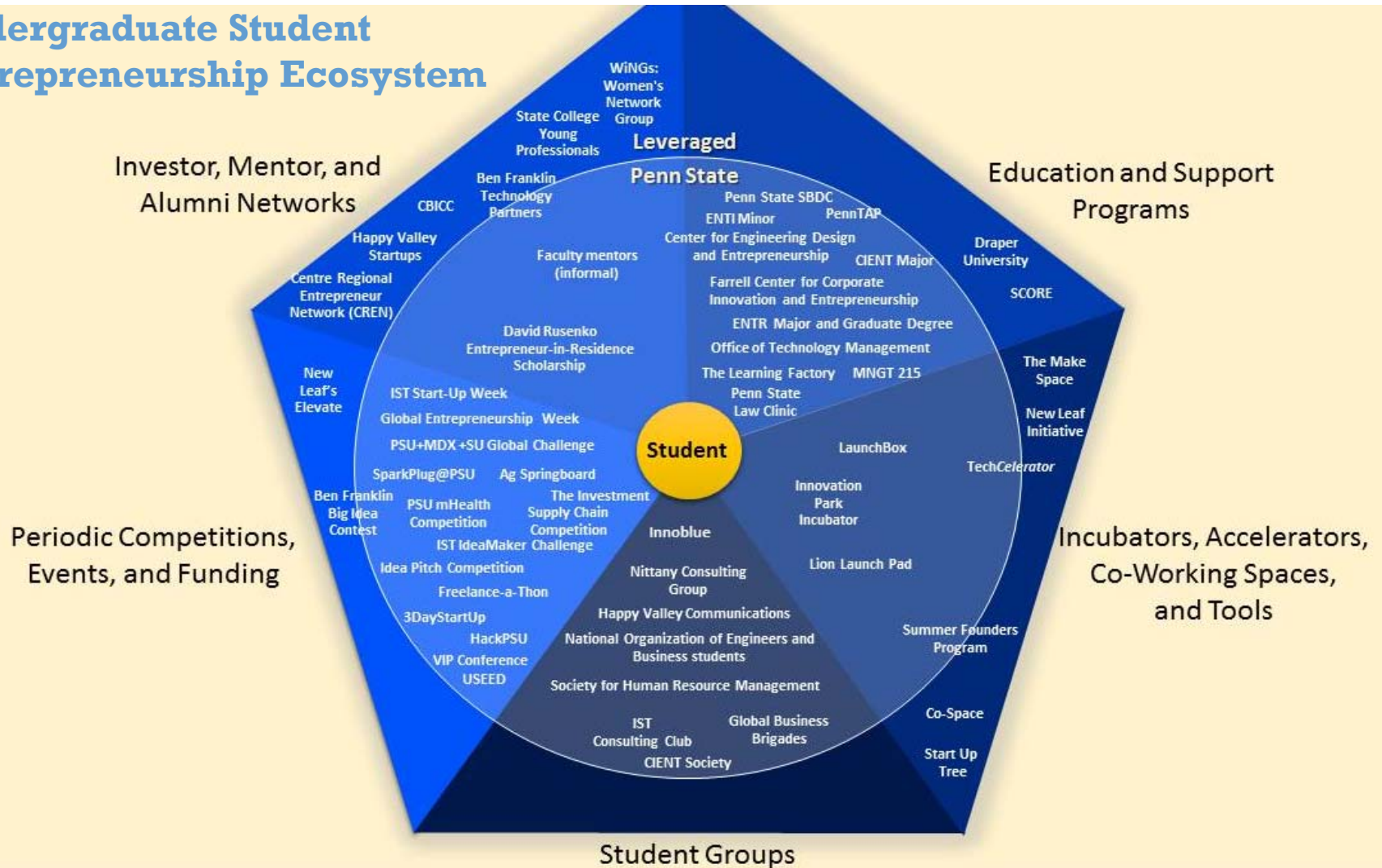
- Skills and knowledge base
- Assessing career outcomes
- Career Services
- Global Leadership in Innovation



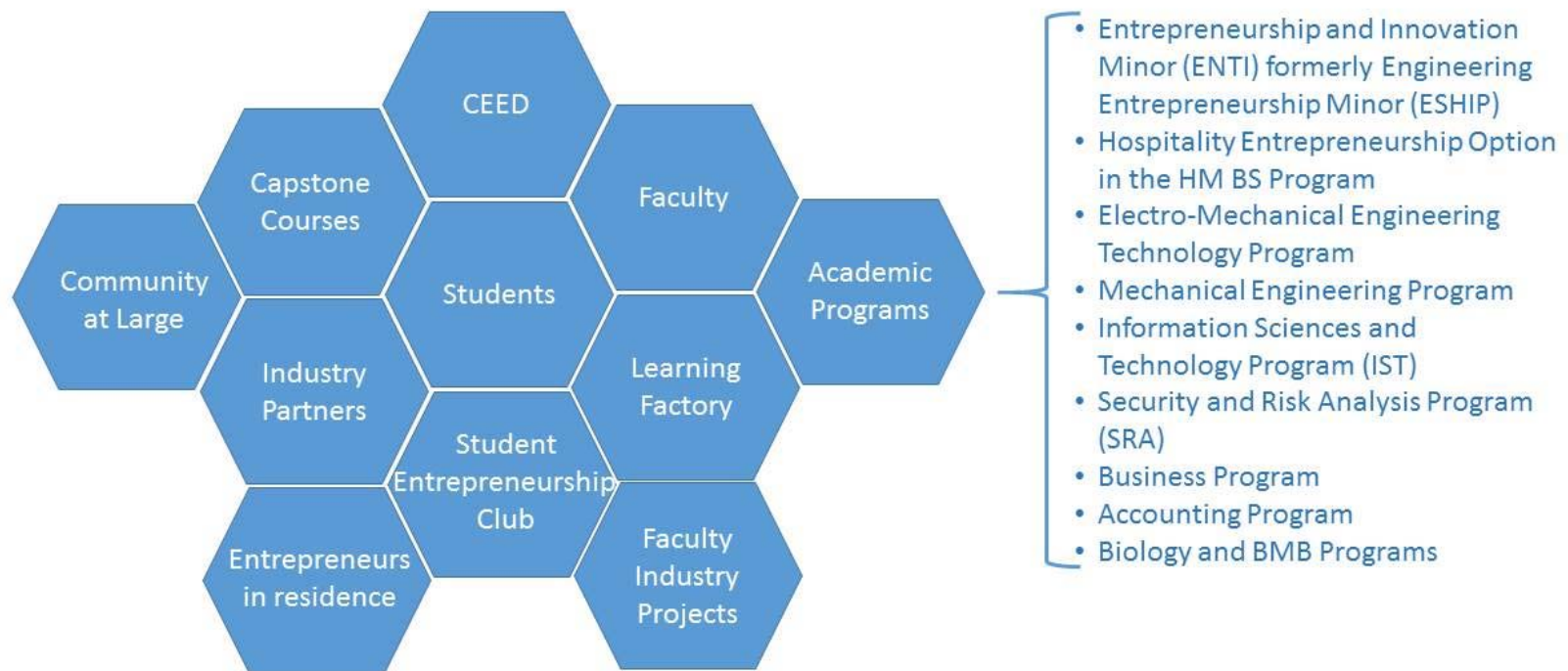
Undergraduate Student Entrepreneurship Ecosystem



Undergraduate Student Entrepreneurship Ecosystem



Student Entrepreneurship Ecosystem R. Keith Hillkirk Chancellor, Penn State Berks



- ✨ -

Example: IST startup week April 11-15, 2016

- Fifth annual celebration of successful entrepreneurs and innovators in the fields of technology and security
- Speakers from around the country
- Showcase of possibilities for enterprising students



*Ayesha Khanna, president,
Points of Light Civic Incubator*



Example: Penn State Idea Pitch Competition

- Hosted by Smeal's Farrell Center for Corporate Innovation and Entrepreneurship
- Gives PSU students, faculty, alumni and PA entrepreneurs the opportunity to collaborate to turn ideas into real world opportunities
- Teams compete for a share of \$3,500 in prizes



Seniors Michael Black & Marlow Bryant won the 8th Idea Pitch Competition



Example: 2nd Annual Summer Founders Program

- Teams compete for \$10,000 to work on their startup, social good or non-profit idea for 10 weeks over the summer
- Open to students from UP and CC
- Funded through philanthropy by alumni and entrepreneurs



*2015 Competition Winners:
Mary Elizabeth McCulloch,
Brennan Cornell & Robert Chisena*





PennState

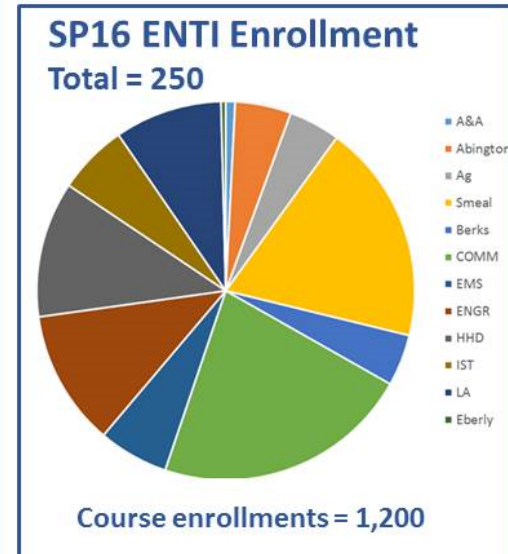
Intercollege Minor in Entrepreneurship and Innovation (ENTI)

Colleges and Clusters

Business New Ventures 	Engineering Technology Based Entrepreneurship 	Communications Social Entrepreneurship 	New Media
IST Digital Entrepreneurship and Innovation 	HHD Hospitality Management 	Ag Sciences Food and Bio-Innovation 	Arts & Arch Arts Entrepreneurship

Under development: Liberal Arts Entrepreneurship

Campuses
University Park
Abington
Berks



PennState

Example: Smeal College of Business

New Business Fundamentals Certificate

- Allows non-business undergraduates to develop fundamental business skills in finance, management, marketing and supply chain management.
- 15 credits: results in Smeal-specific transcript designation
- Ideal for students with entrepreneurial goals and plans to bring IP to the marketplace

New B.S. in Corporate Innovation and Entrepreneurship

- Enrolled first 80 students in Aug. 2015; program at capacity



Factors that will Define Success

- Metrics are both specific and general -- patents, licenses, startups to new revenues to long-term student career success
- Source of funds for pilots -- \$24M from President's capital budget and \$2M from investing \$50M that normally ensures PSU financial stability (must return if financial need)
- Challenge of scaling
- Experimenting/innovating to dramatically alter PSU's role in economic development; students who start companies in PA likely to stay in PA
- Resource approach: Capital campaign; investment \$ (at risk?), PA appropriation (at risk?)



In Summary

- “Forcing functions” are creating innovation at multiple levels -- many activities/\$ with opportunities to co-locate (Launchbox) or collaborate (minor).
- Success/non-general metrics are highly dependent on generating resources without raising tuition. We will sense the progress, but this is a long-term investment.
- Many parts are experimental – we will shed failures and scale successes.
- Consider other strategic forcing functions (water, energy, food, digital, human health) in same context.



Remarks from Provost and Executive Vice President Nicholas P. Jones

Meeting of the Penn State Board of Trustees, Hershey, PA

February 26, 2016

“Good afternoon. Today I’d like to talk about the power of engagement—and how vital it is in my role as Executive Vice President and Provost to engender insightful participation in University decision-making among faculty, students, and staff. It is a part of my job that I consider not only meaningful, but also indeed a pleasure. The Board of Trustees, of course, as a governance body is the formal entity with overall responsibility for the direction and welfare of the University. And while the Board delegates day-to-day management of the institution to President Barron, the importance of the Board’s oversight in driving Penn State’s success cannot be understated. Still, beyond acknowledgment of the work done by the Board and University administration, I think it’s important to spotlight what our faculty, students and staff bring to the table in influencing and guiding all we do at Penn State. One thing that makes universities different—and, indeed, I believe, our University unique—is the degree to which we strive not just to listen, but also to truly hear the opinions of our important constituencies. This manifests itself through various means and forms, and we truly embrace our opportunities to engage because it enables us to consider the opinions and needs of—and potential impacts on—our people when we make decisions.

“Through formal and informal channels and processes, these Penn Staters have a meaningful voice, and that demonstrates the power of engagement. We connect with our people and hopefully engender their trust by involving them, and then continuing to encourage that involvement. Whether our opinions differ or align, having everyone’s perspectives sustains and strengthens our institution. How do we fully leverage their engagement?

“With our faculty, we have the most fully structured approach to engagement regarding University management and operations: We call this shared governance. The University Faculty Senate, which comprises individuals who are elected from each college and campus, serves as the sole body representing the University faculty as a whole, with primary legislative authority over all educational matters, including curriculum, student policies, admissions, and retention/graduation requirements. In 2011, the Senate legislated a fixed-size of 200 elected faculty seats, which are allocated proportionately by unit, based on the ratio of full-time unit faculty to the total number of full-time University faculty. Importantly, the Senate explicitly includes tenure-line and non-tenure-line faculty, which maximizes faculty engagement across the University. Penn State also recognizes the Senate as an essential advisory and consultative body to the President on all matters that may affect the attainment of the University’s educational objectives. Ultimately, the Senate seeks ways to improve communication and collaborative decision making across the University, and its prominence reflects how much Penn State continues to value the expertise and opinions of its thousands of faculty. The University Faculty Senate, to which Board Chair Keith Masser is scheduled to speak next month, also elects members of specific joint faculty and administrative committees, such as the Standing Joint Committee on Tenure. To address specific topics, the Chair of the University Faculty Senate and senior administration will appoint joint committees and task forces. One example is the current Joint Diversity Awareness Task Force. The university administration also routinely solicits comments from the Faculty Senate when specific policies are undergoing revision.

“A few other examples of faculty engagement include three elected faculty and Senate officers who are members of the Faculty Advisory Committee to the President. The Chair of the University Faculty Senate, Mohamad Ansari, is a member of the Academic Leadership Council, and the Chair-Elect, James Strauss, is a member of Administrative Council on Undergraduate Education. As you are aware, three of the Faculty Senate officers attend Board meetings such as this one, and along with the chair of the Senate’s University Planning Committee, each sits on one of the Board’s standing committees. Effective in July 2015, an academic trustee, who was nominated by the University Faculty Senate, became a member of the Board of Trustees with full voting rights.

“Students across Penn State’s campuses have many ways to participate in University management and operations, including the University Park Undergraduate Association, Graduate and Professional Student Association, and Council of Commonwealth Student Governments. Students also hold positions on the Board of Trustees and are representatives of other leadership-oriented bodies, such as the Student Activity Fee Board. You met some of our student leaders earlier this afternoon. Penn State is staunchly committed to involving students and having their voices heard. Examples of this include President Barron’s Town Halls with undergraduate students, plus a series of five Town Halls we held for graduate students, with University leaders on hand to listen and respond to their ideas and concerns. We also appreciate hearing from graduate students through their representation on the Student Insurance Advisory Board and the Student Insurance Administrative Council, among other groups. We actively involved students through their representative bodies in the development of our new strategic plan, and we received some of the most insightful feedback from them. In University Park each fall, on the night before classes begin, the Lion Ambassadors host an event to welcome the newest class of Penn Staters. Approximately 7,000 first-year students typically attend the event in Rec Hall, where they are welcomed by community leaders, the Blue Band, and, of course, the Nittany Lion. The event, called “Be a Part from the Start,” strives to give attendees an all-inclusive, comprehensive look at what it means to be a Penn State student. To me, it represents both in name and action that we want our students to be engaged participants from the beginning in not only forging their educational paths and being involved in University organizations and events, but also in sharing their opinions regarding our operations and management on how what we do affects them.

“When it comes to our staff members, Penn State encourages them, also, to be involved in University policy-making through a variety of committees and task forces. The broadest oversight belong to the University Staff Advisory Council, which exists to facilitate open and equitable deliberations about policies, procedures, and programming that affect staff members. In addition, many of the University’s colleges and organizations have their own advisory councils on which staff and faculty serve. Just last week I addressed and took questions from the Staff Advisory Council about the University’s future and how staff members—some of whom wonder how they can make a difference in such a large institution—can get more engaged with the work of the administration and Board. It was an energizing and motivating exercise. We have a lot of great minds among our tens of thousands of staff, and we would be foolish not to embrace that and include their voices and opinions in our decision-making. Ultimately, Penn State is a growing global institution that requires ongoing integration of perspectives from across the University community, enabling buy-in to and support of our many endeavors. We strive to include faculty, students, and staff, all of whom have the opportunity to be informed and engaged participants in making significant decisions concerning our operations. Such participation empowers people across our campuses and the global Penn State community to come together to share ideas, make a difference, and gain experience in higher education management.

“Effective University management demands powerfully engaged faculty, students, and staff, and we should thank all of them for being vital constituents in our educational community. The administration’s and Board’s ongoing interactions with all of them will ensure Penn State makes the best, most reasoned, and timely decisions to achieve positive impacts across the institution.

“Thank you. I now welcome any questions or comments.”

Provost's Report

The Power of Engagement

Dr. Nicholas P. Jones
Meeting of the Board of Trustees
Friday, February 26, 2016



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Faculty Engagement



- Most fully structured approach to engagement; we call it Shared Governance
- University Faculty Senate



Student Engagement



- Various leadership groups represent undergraduate and graduate students
- Town Halls
- “Be a Part from the Start”



Staff Engagement



- University Staff Advisory Council
- Councils within colleges and organizations



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Why Engagement Matters



- Growing global University
- Ongoing integration of everyone's perspectives
- Vital constituents have a voice



Thank You.
Questions? Comments?



PennState



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Residence Hall Room Rates*Rate/Person/Semester*

Room Description	Number of Occupants	2015/16 Current Rate	2016/17 Proposed Operating Increase	2016/17 Proposed Capital Assessment	2016/17 Proposed Rate	2016/17 Proposed Increase
Standard Double	2	\$2,860	\$60	\$50	\$2,970	\$110
Standard Double/Bath	2	3,010	65	55	3,130	120
Renovated Double	2	3,100	72	58	3,230	130
Small Double	2	2,145	47	38	2,230	85
Triple	3	2,575	55	45	2,675	100
Triple/Bath	3	2,860	60	50	2,970	110
Quad	4	2,575	55	45	2,675	100
Quad/Bath	4	2,860	60	50	2,970	110
Quad as Triple	3	2,860	60	50	2,970	110
Standard Single	1	3,900	95	75	4,070	170
Standard Single/Bath	1	3,975	95	80	4,150	175
Renovated Single	1	3,975	95	80	4,150	175
Eastview Single/Bath	1	4,960	120	100	5,180	220
Eastview Large Single/Bath	1	5,330	130	105	5,565	235
RA Rate	1	1,855	20	15	1,890	35
Standard Double Suite	2	3,375	75	60	3,510	135
Standard Double Suite as Triple	3	2,850	60	50	2,960	110
Standard Single Suite	4	3,945	95	80	4,120	175
Double Suite	2	3,625	80	65	3,770	145
Single Suite	1	4,780	115	95	4,990	210

Supplemental assignments will be priced at a 20 percent discount from the applicable suite or room rate.

Single occupancy of rooms intended for double occupancy will be priced at 25 percent more than the double occupancy rate for that room type.

Apartment Rates

Room Description	Number of Occupants	2015/16 Current Rate	2016/17 Proposed Operating Increase	2016/17 Proposed Capital Assessment	2016/17 Proposed Rate	2016/17 Proposed Increase
University Park, Nittany Apartment						
<i>Rate/Person/Semester*</i>						
2 Bedroom Garden	4	\$3,460	\$77	\$63	\$3,600	\$140
4 Bedroom Garden	4	3,895	85	70	4,050	155
4 Bedroom Townhouse	4	4,035	88	72	4,195	160
Erie, Behrend Apartment						
<i>Rate/Person/Semester*</i>						
2 Bedroom Garden	4	3,460	77	63	3,600	140
Harrisburg Apartment						
<i>Rate/Person/Semester*</i>						
Apartments-Bedroom Single	4	4,140	88	72	4,300	160
Apartments-Bedroom Double	6	3,640	77	63	3,780	140
Apartments-Bedroom Triple	9	3,275	68	57	3,400	125
University Park, Graduate Family Apartment						
<i>Rate/Month*</i>						
White Course 1 Bedroom	N/A	1,065	20	15	1,100	35
White Course 2 Bedroom	N/A	1,210	22	18	1,250	40
White Course 3 Bedroom	N/A	1,360	22	18	1,400	40
White Course 3 Bedroom w/Half Bath	N/A	1,375	22	18	1,415	40
University Park, Graduate Apartment						
<i>Rate/Person/Month*</i>						
White Course 4 Bedroom	4	850	16	14	880	30

*Room rate includes utilities

**Board Plan
Rates/Semester**

Meal Plan	2015/16 Current Rate	2016/17 Proposed Rate	2016/17 Proposed Increase	2016/17 Dining Dollars
Plan 1	\$2,065	\$2,110	\$45	755
Plan 2	2,155	2,200	45	845
Plan 3	2,215	2,260	45	905
Plan 4	2,340	2,385	45	1,030
Plan 5	2,420	2,465	45	1,110
Plan 6	2,600	2,645	45	1,290

History of Double Room and Meal Plan 3 Rates 2012–2017

Year	Semester Rate	Semester Increase	Percent Increase
2016/17 <i>proposed</i>	\$5,230	\$155	3.05%
2015/16	\$5,075	\$190	3.89%
2014/15	\$4,885	\$200	4.27%
2013/14	\$4,685	\$190	4.23%
2012/13	\$4,495	\$125	2.86%
2011/12	\$4,370	\$185	4.42%

UNIVERSITY MANOR APARTMENTS

CURRENT vs. PROPOSED MONTHLY RENTAL RATES

<u>Type Occupancy</u>	<u>No. Units</u>	<u>Current Rates Per Apt.</u>	<u>Proposed Rates Per Apt.</u>	<u>Amount Increase</u>
University Manor East				
1 Bedroom (with Washer/Dryer)	24	\$ 910	\$ 925	\$ 15
2 Bedroom (with Washer/Dryer)	208	\$ 1,080	\$ 1,100	\$ 20
3 Bedroom (with Washer/Dryer)	16	\$ 1,218	\$ 1,248	\$ 30
University Manor West				
4 Bedroom (furnished) *	31	\$ 2,168	\$ 2,224	\$ 56

* NOTE: Proposed monthly increase per bedroom is \$14

**RENTAL RATE COMPARISON
UNIVERSITY MANOR VS. PRIVATE APARTMENT COMPLEXES**

The rental rates that follow are the proposed University Manor rental rates as compared to the current rates for private apartment complexes in the Hershey area. The average private rental rate has been adjusted to include utility expenses where none previously existed in the rental rate. This then provides an “apples-to apples” rate comparison.

The average difference between the proposed University Manor rates and the current private apartment rates are:

**DIFFERENCES BETWEEN UNIVERSITY MANOR
AND PRIVATE APARTMENT RENTAL RATES**

	<u>Average Private Rates</u>	<u>Proposed Rates</u>
1 Bedroom	\$ 989	\$ 64 less
2 Bedroom	\$ 1,120	\$ 20 less
3 Bedroom	\$ 1,351	\$ 103 less
4 Bedroom	\$ 2,730	\$ 506 less

University Manor (Proposed Rates as of July 1, 2016):

	<u>Proposed Rates</u>
1 Bedroom	\$ 925
2 Bedroom	\$ 1,100
3 Bedroom	\$ 1,248
4 Bedroom	\$ 2,224

Housing and Food Services is proposing the following schedule for the capital assessment through 2023, or year 10 of the overall capital plan.

Fiscal Year	Capital Assessment Average Increase per Semester
2016/17	\$56
2017/18	\$59
2018/19	\$62
2019/20	\$66
2020/21	\$69
2021/22	\$73
2022/23	\$78