



PennState

Meetings of the Board of Trustees | November 20, 2015

Minutes

**MINUTES OF MEETINGS OF
BOARD OF TRUSTEES
VOLUME 290
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MINUTES OF MEETING
BOARD OF TRUSTEES
VOLUME 290
November 20, 2015

A meeting of the Board of Trustees was held in Dean's Hall of the Penn Stater Conference Center Hotel, University Park, PA, at 1:37 p.m. on November 20, 2015.

The following Trustees were present: Masser (chairman), Lubert (vice chairman), Barron, Brown, Capretto, Casey, Cotner, Dambly, Dandrea, Doran, Dunn, Fenza, Goldstein, Han, Harpster, Hoffman, Huber, Jubelirer, Lord, Lubrano, McCombie, Mead, Metaxas, Oldsey, Pope, Potts, Rakowich, Redding, Rivera, Salvino, Schneider, Schuyler, Tribeck, and Weinstein; and Hanger. Participating telephonically were Trustees Benson and Eckel. Emeritus Trustees Alexander, Broadhurst, Coppersmith, Hintz, Jones, Metzgar, Myers, Riley, Rowell, Shaffer, Strumpf, Wise 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 Blew, Kremer, Steele, and Warner; and staff members Andrews, Basso, 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 November 20, 2015, during a public session of the Board at 11:15 a.m. in Room 107 of the Penn Stater Conference Center Hotel. Five speakers shared their views:

Adam Terragnoli, student
Steve Masters, alumnus
Emily Miller, student
Cheryl Fleagle, supporter
Terry Ford, student

Chairman Masser's opening remarks are included as follows:

"Good afternoon, and welcome. Let me welcome two new members to the board. This meeting cycle is the first for gubernatorial appointees, Bob Capretto and Elliott Weinstein. On behalf of the Board, we welcome you as colleagues, and thank you for the service you will be providing to the Board and to the University.

"In welcoming Bob and Elliott, let me also express appreciation for the service that Todd Rucci provided to the Board and Penn State. Thank you, Todd.

"Before we begin, I want to make a few acknowledgments. I want to congratulate Trustee Redding on recently being honored with the Alumni Fellow Award. Russell now joins the ranks of several trustees who have been honored with this prestigious award, please join me in congratulating Russell. An historic event occurred at the National Grange Convention, when the storied organization elected its first female to lead the national organization. Betsy Huber was elected to that position. Please join me in congratulating Betsy.

"Visitors to our meetings including representatives of the media shall be present as observers but not as participants. In any form of participation including speaking, the presentation of petitions and display of banners, posters and other forms of signs is

prohibited. I ask that those in attendance to please respect this rule so the board may focus on its deliberations.”

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 September 18, 2015.

President’s Report

Dr. Barron’s presentation focused on Penn State as “The Energy University” and how it can contribute to our nation’s energy security, which he defined as energy that is abundant, affordable, safe and clean. He proceeded to provide an overview of energy sources today, and how Pennsylvania fits into the national picture. He also discussed the opportunities and challenges ahead. Then Dr. Barron focused on the specific degrees, programs, workforce development, and research that span every college and campus at Penn State. When gauged by scholarly output, Penn State ranks in the top five institutions in five critical areas: 1) fossil fuels and carbon capture and management; 2) renewable energy; 3) distribution efficiency, grid storage and smart buildings; 4) environmental impact and interplay; 5) energy policy, economics and law. There is no other University that is in the top five in all five categories, and Dr. Barron noted the extraordinary potential of this University to become, with investment, The Energy University, and to match up with the fact that Pennsylvania is on the verge of being the energy state, and a nation for which that type of investment is creating energy security that promotes national security. Dr. Barron concluded his remarks by discussing the next steps and what it will take to make this vision a reality.

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 through the Global Penn State initiative. This initiative intends to enhance global knowledge and awareness by sending students, faculty, and staff abroad; internationalizing the University by bringing non-U.S.-born students and scholars to our campuses; and establishing a network of partnerships that enables the University to pursue its mission worldwide. These strategies will aid Penn State in the evolution of Penn State’s partnership-focused Global Engagement Network (GEN).

Dr. Jones responded to questions about the following:

- Development partnerships with other leading energy Universities
- Virtual workplace models for study abroad students

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

[Appendix II]

Dr. Jones introduced the new Vice Provost of Planning and Assessment Lance C. Kennedy-Phillips; and Marcus A. Whitehurst, Vice Provost for Educational Equity.

Reports from Standing Committees

Chairman Masser advised that Standing Committees met in public session on Thursday, November 19, 2015, 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

Chairman Abe Harpster reported that the Committee on Academic Affairs and Student Life met on Thursday, November 19, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information on Undergraduate Programs
 - a) Associate of Science in Labor and Employment Relations delivered through resident instruction and World Campus in the College of the Liberal Arts: New Degree
 - b) Entrepreneurship and Innovation Minor in Intercollege Programs: New Arts Cluster
 - c) Bachelor of Science in Civil Engineering and Master of Engineering in Environmental Engineering at Penn State Harrisburg: New Integrated Undergraduate/Graduate (IUG) Degree Program

The Committee received updates from administrative liaisons Nick Jones, Executive Vice President and Provost, Robert Pangborn, Vice President and Dean for Undergraduate Education, and Damon Sims, Vice President for Student Affairs. Nick Jones provided an update on the strategic planning process, including the review of the community feedback received, plan status and next steps; and Graduate and Professional student town hall meetings this fall which are planned to be continued in the spring at Commonwealth Campuses. Rob Pangborn summarized the progress of the migration to the Lion Path student information system and shared an update on the Intercollegiate Minor in Entrepreneurship and Innovation. Damon Sims briefed the Committee on the annual alcohol risk assessment, the Fraternity and Sorority Life Task Force, and Title IX issues.

Emily McDonald, President of the University Park Undergraduate Student Association, provided an update on areas of student focus including student fee restructuring; mental health and wellness week; student legislative outreach through State Day; and the Pennsylvania Association of State-Related Schools.

Lion Ambassadors Jerry Bannon, Rebecca Sredni, and Josh Clothiaux provided a presentation about their mission and the wide range of programs offered by their organization. A panel comprised of University Park Deans Nan Crouter, Bill Easterling, David Monk, Andrew Sears, and Susan Welch, reflected on opportunities for growth and evolution within their respective colleges and disciplines. Craig Weidemann, Vice President for Outreach and Vice Provost for Online Education, provided an update on the growth of the World Campus, and briefed the committee on a number of initiatives.

The Committee discussed the development of operating guidelines for the Committee, and finally, reviewed the process to create the University Strategic Plan, and will share their thoughts with the Strategic Planning Council for review.

There were no action items presented to the Board.

Informational Report on Admissions, Enrollment and Student Financial Aid

The annual informational report on Penn State's admissions, enrollment and financial aid was presented by Dr. Robert N. Pangborn, Vice President and Dean for Undergraduate Education.

B. Committee on Finance, Business and Capital Planning

Chair Mark Dambly reported that the Committee on Finance, Business, and Capital Planning met on Thursday, November 19, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information Items –
 - a) Clinical Laboratory Renovations, The Milton S. Hershey Medical Center
 - b) Redundant Sanitary Sewer, The Milton S. Hershey Medical Center
 - c) Naming of the Luerssen Building the "Luerssen Science Building," Penn State Berks
 - d) Naming of Rooms, Portions of Building, and Plazas

- e) 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
 - c) Conflict of Interest Disclosure

The Committee received reports on the fiscal year 2016-2017 endowment spending rate from Joe Doncsecz, and the development of Committee Operating Guidelines from Assistant Vice President for Finance and Business, Greg Scott.

Chair Dambly continued with his introductions of Agenda Items for consideration and approval. Agenda Item 2 proposed the 2016-2017 Appropriations for Operations requests; a report was presented by President Barron. The Committee recommended this resolution by unanimous vote.

Agenda Item 3 proposed an extension of the development services agreement with the Research Park Management Corporation at Innovation Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 4 proposed the reauthorization to expend funds for the new Human Resources Information System at Penn State. Senior Vice President for Finance and Business/Treasurer David Gray presented a report on this item. The Committee recommended this resolution by unanimous vote.

Agenda Item 5 proposed the appointment of a design/build team for combined heat and power plant at the Milton Hershey Medical Center. The Committee recommended this resolution by unanimous vote.

Agenda Item 6 proposed the appointment of a design/build team for Trippe Hall at Penn State Erie, The Behrend Campus. The Committee recommended this resolution by unanimous vote.

Agenda Item 7 proposed the final plan approval and authorization to expend funds for recreational facility access modifications at University Park. Following discussion it was decided that this item may be reconsidered at a future meeting.

Agenda Item 8 proposed the final plan approval and authorization to expend funds for Ritenour Student Center at University Park. The Committee recommended this resolution by unanimous vote.

Agenda Item 9 proposed the final plan approval and authorization to expend funds for Findlay Dining Commons renovation at University Park. David Gray presented a report on this item. The Committee recommended this resolution by unanimous vote.

Agenda Item 10 proposed the final plan approval and authorization to expend funds for Adler Athletic Complex renovation and addition at Penn State Altoona. The Committee recommended this resolution by unanimous vote.

Agenda Items 11, 12, and 13 proposed the final plan approvals and authorizations to expend funds for a residence hall, and student union and dining commons at Penn State Brandywine; and a student apartment building at Penn State Abington. David Gray presented a report on these items. The Committee, by a vote of 7 to 1, recommended these resolutions.

Agenda Item 14 proposed the sale of the former Penn State Lehigh Valley Campus at Fogelsville. The Committee recommended this resolution by unanimous vote.

Agenda Item 15 proposed the final plan approval and authorization to expend funds for the Lasch Football Building locker and equipment room renovations at University Park. David Gray presented a report on this item. 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 November 19, 2015.

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 Officers of the University are authorized to submit to the Legislature, appropriate departments, and offices of the Commonwealth of Pennsylvania, a State Appropriation Request for fiscal year 2016-2017 in the amount of \$353,263,000.

4. RESOLVED, That the Board of Trustees approves the extension of the Development Services Agreement between the University and the Research Park Management Corporation (RPMCo), whereby RPMCo provides management, supervision and coordination of development at Innovation Park, to January 31, 2020.

FURTHER BE IT RESOLVED, that the Officers of the University are authorized and directed to take such steps as are necessary to make effective this resolution.

5. WHEREAS, The Officers of the University have determined that a replacement of the existing human resource/payroll system at the University is necessary;

WHEREAS, The HR Steering Committee conducted an in-depth review of the various options to replace the existing human resource/payroll system, including a comprehensive needs assessment, cost/benefit analysis and extensive vendor demonstrations, and concluded that a modern-day "Software-as-a-Service" technology solution would provide the greatest functionality, flexibility and scalability to the University, in the shortest amount of time and with a longer technology base;

WHEREAS, The implementation of the new HR technology solution requires the University to engage a consulting firm or other "implementation partner" to assist in the planning and implementation of such solution;

WHEREAS, The Board previously authorized the Officers of the University to purchase Workday, Incorporated's "Software-as-a-Service" HR/Payroll solution, the Cornerstone OnDemand, Inc. online training solution and such other ancillary technology services as may be necessary

to replace the existing human resource/payroll system and further authorized the Officers of the University to engage a consulting firm to assist the University with the planning and implementation of such new technology solution;

WHEREAS, Pursuant to the Board's prior authorization, the Officers of the University engaged Accenture to assist the University with implementation planning and now proposes to engage Accenture to assist in the actual implementation of the Workday solution;

WHEREAS, After substantial completion of the implementation planning phase of the project, the Officers of the University have determined that the total capital cost associated with the replacement of the existing human resource/payroll system will exceed the total capital cost previously approved by the Board;

RESOLVED, That the authorization to award contracts to complete the replacement of the existing human resource/payroll system be approved at an additional capital cost not to exceed \$18,500,000;

FURTHER BE IT RESOLVED, That the Officers of the University shall have the discretion to expend up to an additional 10 percent of the approved total capital cost, as necessary.

6. WHEREAS, The interview process has been conducted by the University's Office of Physical Plant.

RESOLVED, That the Officers of the University are authorized to employ Cogen Power Technologies of Latham, New York, to design and build the Combined Heat and Power Plant at The Milton S. Hershey Medical Center.

FURTHER BE IT RESOLVED, Final plans for the project will be brought to the Board of Trustees for approval when designed and costs have been established.

7. RESOLVED, That the Officers of the University are authorized to employ Turner Construction of Pittsburgh, Pennsylvania, to design and build Trippe Hall at Penn State Behrend.

FURTHER BE IT RESOLVED, Final plans for the project will be brought to the Board of Trustees for approval when designed and costs have been established.

8. RESOLVED, That the final plans for the Ritenour Student Center, as designed by BLT Architects of Philadelphia, Pennsylvania, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$6,510,000.

9. RESOLVED, That the final plans for the Findlay Dining Commons Renovation, as designed by WTW Architects of Pittsburgh, Pennsylvania, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$25,100,000.

10. RESOLVED, That the final plans for the Adler Athletic Complex Renovation and Addition, as designed by Weber Murphy Fox of Erie, Pennsylvania, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$24,500,000.

11. RESOLVED, That the Board of Trustees approves the sale of 42 acres located at the former Lehigh Valley campus in Fogelsville, Pennsylvania, to Circle of Seasons Charter School in the amount of \$2,750,000.

FURTHER BE IT RESOLVED, That the Officers of the University are authorized and directed to take such steps as are necessary to make effective this resolution.

12. RESOLVED, That the final plans for the Lasch Football Building Locker and Equipment Room Renovations, as designed by Populous of Kansas City, Missouri, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$12,000,000.

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. It is noted that Secretary Dunn cast a "no" vote on Agenda Item 10.

No action was taken by the Board on items listed in the November 20, 2015 *Agenda* as Items 5.D.11; 5.D.12; and 5.D.13.

C. Committee on Audit and Risk

There was no public meeting of the Committee on Audit and Risk held on Thursday, November 19. Chair Walt Rakowich reported that the Committee met on October 30, 2015, at which time they reviewed the roles and responsibilities matrix, and approved the Internal Audit Department Charter. Director of Internal Audit, Daniel P. Heist, provided a report, and Joseph J. Doncsecz, Associate Vice President for Finance and Corporate Controller, reviewed the audited financial statements, which the Committee voted to accept for the year ending June 30, 2015.

There were no action items presented to the Board.

Report on Audited Financial Statements

Joe Doncsecz provided a review about the University's 2014-2015 audited financial statements for the year ending June 30, 2015.

D. Committee on Compensation

There was no public meeting of the Committee on Compensation held on Thursday, November 19. Chair Paul Silvis reported that the Committee met telephonically on October 15, 2015; Vice Chair Ira Lubert facilitated that meeting. At the meeting the Committee approved revisions to Appendix A of their Operating Guidelines, which defines the executive positions within the Committee's purview in order to include the position of Vice Provost for Planning and Assessment. The Committee considered three actions specific to executive life insurance, which were all approved unanimously by the Committee.

There were no action items presented to the Board.

E. Committee on Governance and Long-Range Planning

Vice Chair Betsy Huber reported that the Committee on Governance and Long-Range Planning met Thursday, November 19, with a quorum of the Committee present.

Beginning in September 2015, the Board received information regarding the reconsideration of the 2016 meeting cycle to allow time for focus on Trustee professional development, and the need for a Board self-assessment. The Committee unanimously recommended to the Board that meetings currently scheduled for March in Hershey be moved to February 25th and 26th, also to be held in Hershey. This would provide an opportunity to utilize the dates of January 14th and 15th, for a non-public Trustee Retreat to focus on Board self-assessment, professional development and training opportunities.

The Committee reviewed and discussed its Draft Operating Guidelines, and voted unanimously to adopt them. Trustee Barb Doran provided an update on plans for a Board Retreat in January. Nick Jones provided an update on the strategic planning process. In January, the Committee will hold an off-cycle meeting to consider and approve the Strategic Plan, per the Committee charge included in the *Bylaws*. It is intended, as approved, that the Strategic Plan be submitted to the full Board for its concurrence in February. The Committee also received information from Dr. Jones on academic accreditation. As requested by Trustee Lubrano in September, the Committee held a discussion about Trustee expense reimbursement policies and guidelines. The *Bylaws* indicate the Trustees may be reimbursed upon request for transportation and other direct expenses while engaged in their official duties in accordance with the university reimbursement policies in effect from time to time. The policy will be provided to the Committee, and further discussion will take place at the next meeting. The Committee concluded its meeting with a discussion on the issues of professional development for Trustees. Discussion on the appropriate rules of order that should be applied to meetings of the Board and its Committees was postponed due to time constraints.

A motion to approve the unanimous recommendation of the Committee on Governance and Long-Range Planning to modify the 2016 meeting calendar by moving the previously scheduled meetings of March 19-20, 2016 to February 25-26, 2016; and to preserve the January 14-15, 2016 dates for non-public meetings of the Board, 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, November 19, with a quorum of the Committee present.

The Legal and Compliance Committee was joined by Tim Balliett, University Ethics Officer, who provided an overview of his role and ethics activities across the University. Athletics Integrity Officer, Julie Del Giorno, shared an update on activities relative to the Athletics Integrity Agreement, including her involvement in compliance programs for programs at Commonwealth Campuses. 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, November 19, with a quorum of the Committee present.

The Committee received a report from Glen Jack, Assistant Vice President for Principal Gifts, focusing on donors with a gift capacity of \$5 million or greater, and President Barron's extensive engagement efforts with prospects and donors. Mike DiRaimo, Vice President for Governmental Affairs, provided an update on state budget and other legislative matters, and with Professor of Practice, Todd Bacastow, reported on the success of Military Appreciation Day. Craig Weidemann provided an update on Outreach and Online Education; including a report on the educational Technology Network Summit and the Corporate Alliance Program, in which World Campus works

with companies to provide a minimum tuition reduction to their employees and increase student access.

Alumni Association President Kevin Steele shared details about the recent appointment of Paul Clifford as the organization's 11th Chief Executive, and the successful fall meeting of the Alumni Council. Lawrence Lokman shared that the University has retained a firm to provide a crisis communications gap analysis, which will examine the plans, protocols and emergency communications readiness of our various campuses. Finally, the Committee discussed the formation of its Operating Guidelines which has been assigned to a subgroup of the Committee for development. Discussion will continue at future meetings.

There were no action items presented to the Board.

Authorization to Confer Degrees

The Board of Trustees voted to authorize the President of the University to confer degrees at the end of the 2016 Spring Semester, Summer Session, and Fall Semester upon those students who have completed at those times the necessary requirements.

Proposed Date of Election of Trustees by Delegates from Agricultural Societies, by the Alumni, for Business and Industry, At-Large, Faculty, and Student

The Board of Trustees voted to approve May 5, 2016 as the date for the delegate election of agricultural trustees, and for counting the ballots in the alumni election; and approved May 6, 2016 as the date for the election of business and industry and at-large trustees.

Announcements by the Chairman of the Board of Trustees

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

Trustee Anthony P. Lubrano asked that his statements be read into the meeting record; they are included as Appendix III.

[Appendix III]

Trustee William F. Oldsey asked that his statement be read into the meeting record; it is included as Appendix IV.

[Appendix IV]

Chair Masser stated his intent to call a public meeting in December to vote on items listed in the November 20, 2015 *Agenda* as Items 5.D.11; 5.D.12; and 5.D.13.

There being no other business, the meeting was adjourned at 4:51 p.m.

The meeting is available in its entirety at <https://www.youtube.com/watch?v=rz3ploMTkuQ>

Respectfully submitted,

Janine S. Andrews
Associate Secretary,
Board of Trustees

Remarks from President Eric J. Barron
Meeting of the Penn State Board of Trustees, University Park, PA
November 20, 2015

“Today, I would like to talk about the concept of Penn State and the Energy University, and this is an important example of just the power of the fact that we are looking at a capital campaign strategy at the very same time that we are completing a strategic plan.

“Many Board members and individuals have asked me that in looking at that strategic plan, how do you see topics that are in that strategic plan, how do you see those emerging for the University? The energy topic here is a perfect example in many ways of how it is that we will, we wish to move forward, and what the potential is for Penn State University. Of course, everybody in this room knows that energy is one of the most compelling issues in this country, and in the world, and it's not going away. This is a call for Penn State to focus on energy security. We define energy security very simply. We want the energy to be abundant, we want it to be affordable, and we want it to be safe. We want it to be clean. This defines energy security, so we look at what the potential is for Penn State to focus on this particular topic.

“ You can look at energy consumption in the United States and see since the 1990s is 80 percent; it's evolved substantially but 80 percent of it has been fossil fuel consumption. It evolved from coal, petroleum and natural gas increasingly. The future, probably a 50 percent increase in energy requirements by 2040. That's a substantial issue when you are thinking about energy security. Abundant, affordable, safe.

“What are the energy trends we might look at here and arounds the world? Almost everyone predicts a continued reliance on fossil fuels for the foreseeable future, because of marketing and price. But we are going to see a lot of opportunities, driven by University research, to end some of the road blocks in storage and transmission that are holding back renewable energy sources. We are going to see a growing recognition, it says importance but recognition of how important energy security is for our national security, and for U.S. independence.

“There are going to be significant advances in efficiency and effectiveness and there are a lot of good examples coming out of this university on this particular topic. The regulatory environment is going to evolve substantially, all you have to do is compare the state of New York and the State of Pennsylvania, in terms of shale gas production and you realize just how critical regulation is, in terms of the path that we go forward. Greater knowledge about environmental impacts, on all of these different sources, is a natural outcome of the research and the energy trends that we see. What about Pennsylvania? I think we are close to being able to say this is the energy state. I know there is a state that begins with a “T” down there somewhere, that people associate with energy. But if you look at it, we are now the nation's second largest natural gas producer. We rank second in the nation in electricity generated from nuclear power. We are the fourth largest coal producing state in the nation, and the only state which is producing anthracite coal. Renewable energy, four percent of Pennsylvania's net electricity generation, and there is no doubt that what is going on in terms of gas production is changing the energy security of this nation. There is a future. There is a state that we occupy, for which energy is clearly very significant, and that role that we play is very significant. What about energy research and education at Penn State? Colleges and campuses.

“Very connected to industry. Considerable community outreach, including Ag extension. Penn State energy intellectual property, currently we have 93 active licenses and 7 start-ups in the energy world. We have 30-plus undergraduate and graduate degrees with a focus on energy. We have 20 programs available through the world campus. We have 20 plus workforce development and continuing education programs in this area. And we have K through 12 programs that are focused on energy and in the environment. We have more than 320 individual investigators that are focused on energy, writing proposals, submitting those grants, and getting them funded. 115 of them in engineering, 70 in earth and mineral sciences, 35 in Ag sciences. If you look at that list, you also realize that energy is pervasive in college after college at Penn State.

“We can take a lot of different examples of programs and literally, there are many, many examples

that I could put up on this list, so I've just picked a few of them, just to give you an idea, our petroleum and natural gas engineering program has more than 500 students interactive teaching and learning, graduates are well prepared to immediately take jobs in the professional world. Considerable grounding in the fundamentals, all those good things that you would expect. But look at the last bullet when you are thinking about 500 undergraduates. 100 percent placement rate for graduation. Many of those undergraduates make more money than our introductory professors, assistant professors. EMS energy institute, nine faculty led research programs, undergraduate and graduate, that are sitting within that energy institute. The focus is improving coal and petroleum processes, technology, energy storage and transformation, this is the focus on clean coal, this is a focus on efficient use. This is a focus on energy storage and transmission that helps even renewable go forward.

“Very large focus in terms of energy in those commitments, about four million dollars in external funding with about 2,000 published citations a year, with a citations a year demonstrating how many other researchers out there value this research and are citing the research that is coming out of Penn State. Mining technology associate of science degree at Penn State Fayette, this is one example to point out to you that energy is not just sitting at University Park but is also in many of our campuses, where here students can choose to focus on maintenance and production, and it prepares students for supervisory roles in the mining industry. It is an accredited program.

“We have a center for collaborative research and intelligent natural gas supply systems, faculty come from EMS, engineering, Smeal, science and technology, that crosses multiple colleges which is the way you expect for something like energy. A focus on efficiency and sustain ability, through technological innovations and improved supply chain management. Why put this example up there? It's an important example but it's established from a gift from G.E., which again shows that not only are we doing important things for society, but we have corporations that are investing here in order to make sure that they bring this talent together to do some things that other institutions don't do.

“We have a nuclear reactor. It just celebrated its 60th anniversary, longest running University nuclear reactor in America. It was built as part of atoms for peace programs. Many universities have lost their nuclear engineering programs. We maintain that as a focus. I want you to think that there is almost no part of the energy world, you name, biofuels, nuclear, renewables, coal, natural gas, etcetera, else, there are programs and activities that are at Penn State. The D.O.E. good star center, smart grid education and research center that focuses on efficient building system. Think of this as net zero homes that are basically self-sustaining without sitting on the grid. Result of a three-year, \$5 million contractual award from the Department of Energy. It offers for credit and noncredit programs in Philadelphia, Pittsburgh, University Park and on-line. Another example of a portion of the energy spectrum that we capture here at Penn State.

“Penn State Facilities Engineering Institute, partners with the Pennsylvania Department of General Services, to procure electricity and natural gas for Commonwealth agencies, this is resulted in a savings of \$11 million. This is a service component of that full breadth of a University looking at energy. A lot of other areas that you could sit and listen to one project after another. Engineering, nano materials, their role in energy, agricultural sciences' role in biofuels, I.S. T's role in smart systems, business having a focus on energy supply chains, law, looking at governance, regulation and energy security. Liberal arts, for economics program is for which energy economics is very important. Even in arts and architecture, where here we have a focus on net zero buildings and Penn State extension with a Marcellus center is a global leader in this realm. This is a very broad spectrum of energy, research, education and service.

“How are we going to measure how good Penn State is in this particular area? We can look at metrics of research dissemination and publication. We can look at the scholarly output that we might have as a measure. We can look at rankings, look at the engagement levels by students, faculty and staff, look at the breadth of different programs we have, and obviously just by what I've told you, we have quite a bit that we could sit here and brag about. What we decided to do was take the energy world, and divide it into five topics. And look at those five topics so that we could tell people where Penn State sits in the energy world.

“The first part of this is energy policy, economics, and law. Everything from incentives to geopolitics, local and international law, there are many people that will tell you, okay, I can find it somewhere in the ground, really what is going on that is controlling this world is policy and regulations. Let's take that as a particular topic. A typical topic to take would be fossil fuels. Maximizing efficiency, including extraction,

conversion, combustion, transportation, the full spectrum of fossil fuel research programs and education programs. Renewable energies, all sources. Wind, hydro, biofuels. We are going to add nuclear in here, so we don't have a 6th category. Systems technology, how we can create smart cities, smart houses, smart systems, grid technology, transportation systems, all those things that focus on efficiency and storage and management of energy resources.

“The last one that we put on the list is environmental impact. Energy, water, food, nexus, carbon capture, climate change, land use, as a fifth example. These are five categories, how is Penn State doing?”

“One way we can look at that is the scholarly output. Who is writing papers? There are two things on this diagram, one, the size of the circle is who is writing the papers and how many they are writing. There is a darker color if there are a lot of looks at the paper. But I'm not going to add to this the number of citations which is more of a record of how much people value the scholarly output. It is just to give you a snapshot, and here its energy law policy and economics and what you see is that Penn State has a big circle. Really, this is the way you should look at it, who has big circles. Here is fossil fuels and carbon capture and management. If you look at that, there is -- I have no idea, if you look at it, there is Texas, University of Texas Austin, and Texas A&M. There is Penn State that is sitting there, big circle. Everybody thinks about Texas as being the energy state. Here is renewable energy. There are some big circles there, in Boston, and in California. But we are a pretty big circle in that category as well. Distribution efficiency, grid storage, smart buildings, campuses, again we see a little bit of a nexus of what is going on at places like MIT and at Berkeley Stanford, Penn State is a significant player. I look at environmental impact and interplay with all these different sources, and what do I see in there? Buried under a lot of other circles is a big circle. Penn State is a player in each and every one of these categories.

“We can take one step further, and put them all on a chart. Color coded, so here is energy policy economics and law, fossil fuels, renewables, efficiency and effective use, environment. Penn State is in the top five, Penn State is in the top five, Penn State is in the top five, and Penn State is in the top five. There is no other university in this country in the top five in scholarly output in all of the energy fields. There is no other university that is in the top five in all five categories. We are not 1s and 2s. But we are the only university in the top five in all five categories. This should tell you the extraordinary potential of this university to become with investment the energy university, to match up with the fact that we are on the verge of being the energy state, and a nation for which that type of investment is creating energy security that promotes national security. I should point out we are in pretty good company, because the other universities are up there, none of them in top five of all five, but the other universities that are up here are Berkeley, and Stanford, and MIT, a little bit of Georgia tech. Texas is only in one. Yet we often think about this as being the home of energy but it's entirely focused on the fossil fuel realm, something to be incredibly proud of, also something to take advantage of.

“What will it take for this University to be recognized by everybody around the world as the energy that is focused on managing energy resources. This is a tremendous opportunity. What we are in the midst of doing is assessing -- okay. We can assess and address the societal needs and industry demand. We can accelerate the trajectory of fundamental discovery and applied innovation. We can help transform the energy sector to move into the 21st century. We can step forward as the leader in energy, and the research side of things, on the educational side of things, on the service side of things, in each and every category in each and every category.

“We have some challenges. People that we are competing with, MIT, Stanford and Berkeley are better funded than we are and they are making investments. This requires that we make some investments. There is a perception out there that Pennsylvania isn't ready to lead in this sector. And the leadership in this sector has been yielded to states like Texas. And we have an institution with relatively limited resources where we have to direct this in a very deliberate way, so that we can move up in those ladders. Not to sit there and say we are going to be number one in every one category, but no university is in the top five in all five. What does it take for us in terms of faculty leadership, industry expertise, state-of-the-art infrastructure, state-of-the-art thinking, to be really the next energy leaders. What is that portion of the regulatory environment that if we make an investment in faculty and other areas, we move farther up the list and people realize that this is the institution that you go to if you want to focus on energy.

“So, we are engaging partners across Penn State and beyond. This presentation came out of the

active interest of eight deans and institute directors that have been sitting around the table realizing that we have extraordinary potential at this University to become a real leader. They are busily looking at it from what type of University resources do we need as part of the strategic plan to take us up a notch in these four categories, five categories.

“What should be our fund-raising goal? What are those areas for which our alumni and corporations will say, this is a portion of this that I would like to fund, because that is what it will take to be truly good. And how do we partner with people across the spectrum in order to ensure that we are successful? What I want you to get a sense of is that we have a strategic plan that is very deliberate and takes particular areas in health, in managing natural resources, for which we believe we have the strengths to emerge as even a stronger University. This is an example of what happens when you start to get all those deans and different people that have a portion of this portfolio together. You realize all of a sudden that you could actually be very deliberate, and potentially claim the title of being the Energy University in the United States, which considering how long the energy problems are going the last in this nation and in this word is not a bad thing to capture.

“We are trying to be deliberate with many of the areas of the strategic plan, and in the capital campaign planning, to capture this type of idea. Hopefully, this excites donors and takes this University one level higher.

“Mr. Chairman, that concludes my report and I'm happy to answer questions on this topic. It does give you a sense of how it is we are trying to emerge from strategic plan, capital plan and move forward.”

The Energy University

Presented to the Board of Trustees

November 20, 2015



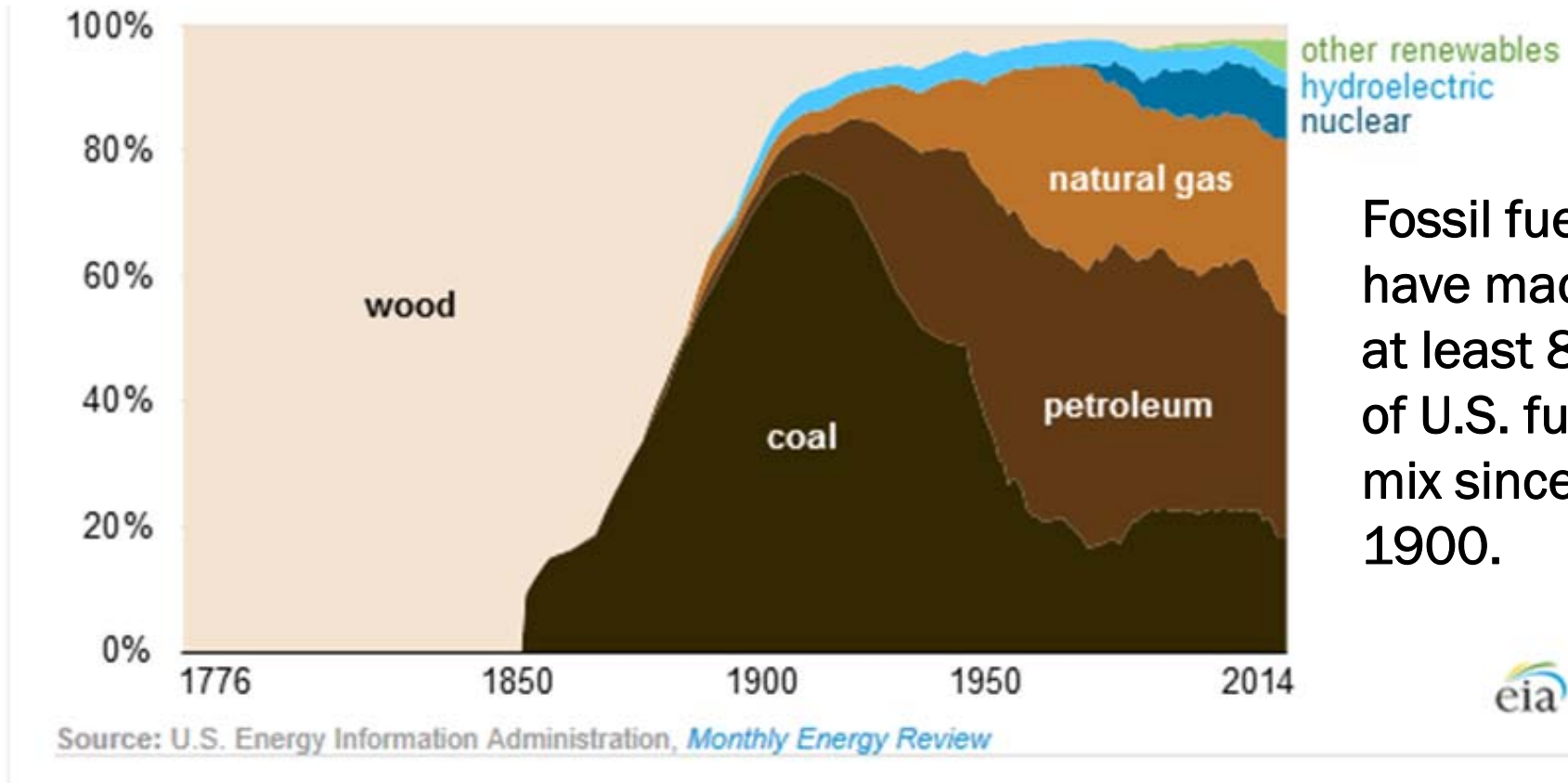
PennState

Power of Confluence of Strategic Plan and Campaign

- Call for Penn State to focus on Energy Security that is:
 - Abundant
 - Affordable
 - Safe
 - Clean
- Expectation and desire to advance our current efforts



Energy Consumption in U.S. 1776-2014

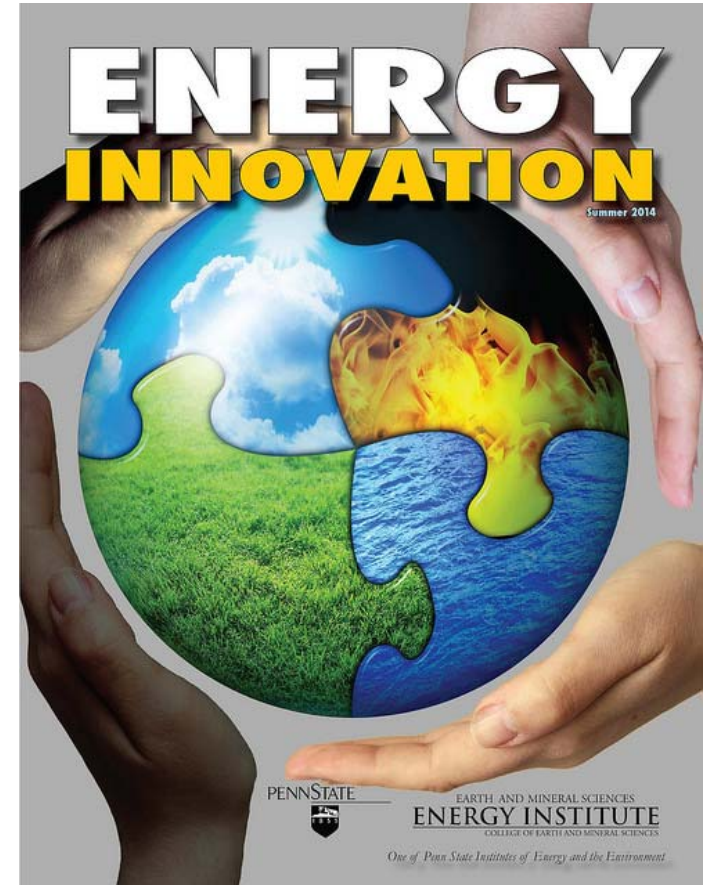


Fossil fuels have made up at least 80% of U.S. fuel mix since 1900.



The Future...

50% increase in energy requirements by 2040



PennState

Expected Energy Trends

- Continued reliance on fossil fuels for the foreseeable future
- Opportunity for research to end the roadblocks for renewable sources of energy
- Growing importance for national security and U.S. energy independence
- Advances in efficiency and effectiveness
- Evolution of regulatory environment
- Greater knowledge about environmental impacts



Pennsylvania: The Energy State

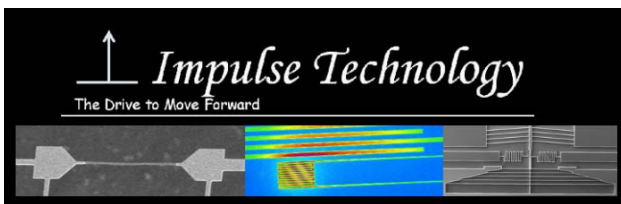
- Nation's second-largest natural gas producer
- Ranks second in nation in electricity generation from nuclear power
- Fourth-largest coal producing state in the nation and only state producing anthracite coal
- Renewable energy accounts for 4% of PA's net electricity generation

Source: <http://www.eia.gov/state/?sid=PA> (Last Updated: May 21, 2015)



Energy Research and Education at Penn State

- Broad involvement across ALL Colleges and Campuses
- Connected to industry
- Community Outreach and Ag Extension
- Penn State Energy IP: 93 active licenses and 7 startups including:



Energy Education at Penn State

- 30+ undergraduate and graduate degrees with a focus on energy
- 20 programs available through the World Campus
- 20+ Workforce Development and Continuing Education Programs
- K-12 Education in Energy and the Environment



Energy Research Capacity at Penn State

More than **320 individual investigators** including:
Engineering (115); EMS (70);
AgSci (35); Eberly (25); Ag Ext
(20); Smeal, Law/School of
International Affairs, Liberal Arts,
Arts & Arch, Comm, HHD, Educ.
(55+)



Dr. Wes Grebski discusses solar energy with Penn State Hazleton engineering students.



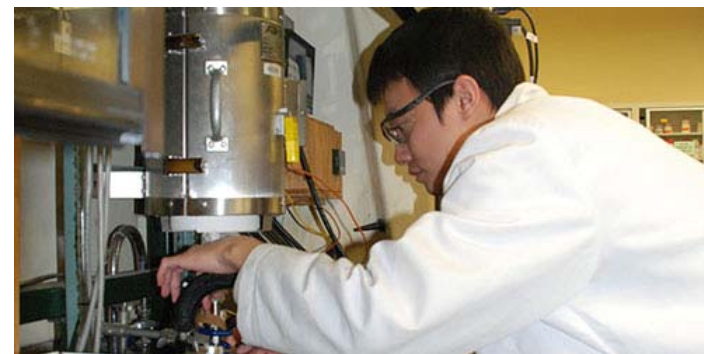
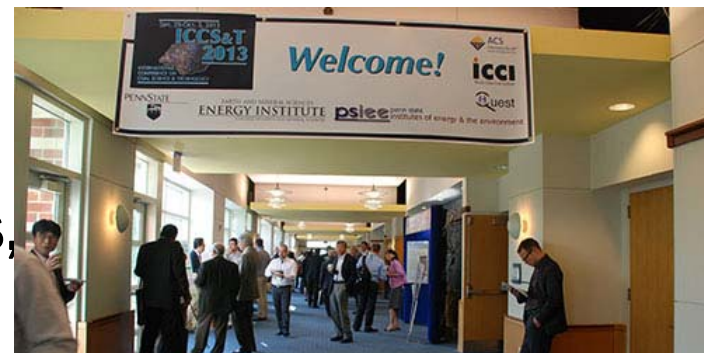
Example: Petroleum and Natural Gas Engineering (PNGE) Program

- More than 500 students enrolled
- Interactive teaching and learning, so graduates are prepared to contribute immediately as professionals and leaders
- Grounding in PNGE fundamentals; emphasis on design and decision-making
- 100% placement rate for graduates



EMS Energy Institute

- Nine faculty-led research programs for UG and Grad students
- Improving coal and petroleum processes, photovoltaic technology, and energy storage and transformation
- Commitment to industry partnerships and resource development
- \$4+M in funded research and 2,000+ published citations a year



Mining Technology Associate of Science at Penn State Fayette

- Students can choose to focus on Maintenance or Production
- Prepares students for supervisory roles in the mining industry
- Accredited by the Engineering Technology Accreditation Commission of ABET Inc.



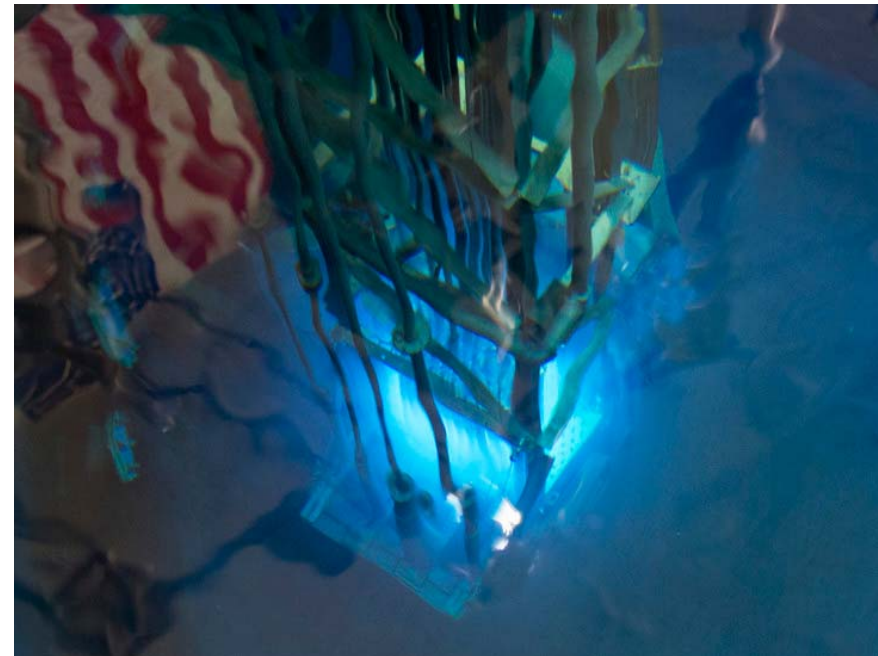
Center for Collaborative Research and Intelligent Natural Gas Supply Systems (CCRINGSS)

- Faculty from EMS, Eng., Smeal, IST
- Focus on efficiency and sustainability through technological innovations and improved supply chain management
- Established through a gift from GE



Breazeale Nuclear Reactor

- Celebrated its 60th anniversary this year
- Longest-running university nuclear reactor in America
- Built as part of the “Atoms for Peace” program



DOE GridSTAR Center

- A smart grid education and research center that focuses on efficient building systems
- Result of a three-year \$5M contractual award by DOE
- Offers for-credit and non-credit programs in Phila., Pittsburgh, University Park and online



Penn State Facilities Engineering Institute (PSFEI)

- Partners with the PA Department of General Services to procure electricity and natural gas for Commonwealth agencies that results in annual saving of approx. \$11M.
- Training and management includes solar and wind



Other Areas of Research and Education

- Engineering (Nanomaterials)
- Agricultural Sciences (Biofuels)
- IST (Smart systems)
- Business (Energy supply chain)
- Law (Governance, regulation and energy security)
- Liberal Arts (Economics and ethics)
- Arts and Architecture (Sustainability, Net Zero buildings)
- Penn State Extension (Marcellus Center is a global leader)



How do we measure impact?

- Metrics on research dissemination
- Scholarly output
- Rankings
- Engagement by students, faculty and staff
- Breadth of programs



Energy Categories (5 Key Areas)

- Energy: policy, economics and law including incentives, geopolitics, local, national and international law
- Fossil fuels: maximizing efficiency including extraction, conversion, combustion, transportation, carbon capture and sequestration
- Renewable energy (all sources)
- Systems/Technology (smart city, smart systems): grid technology, vehicle and building efficiency, energy storage and management
- Environmental impact: energy-water-food nexus, carbon footprint, climate change, land use

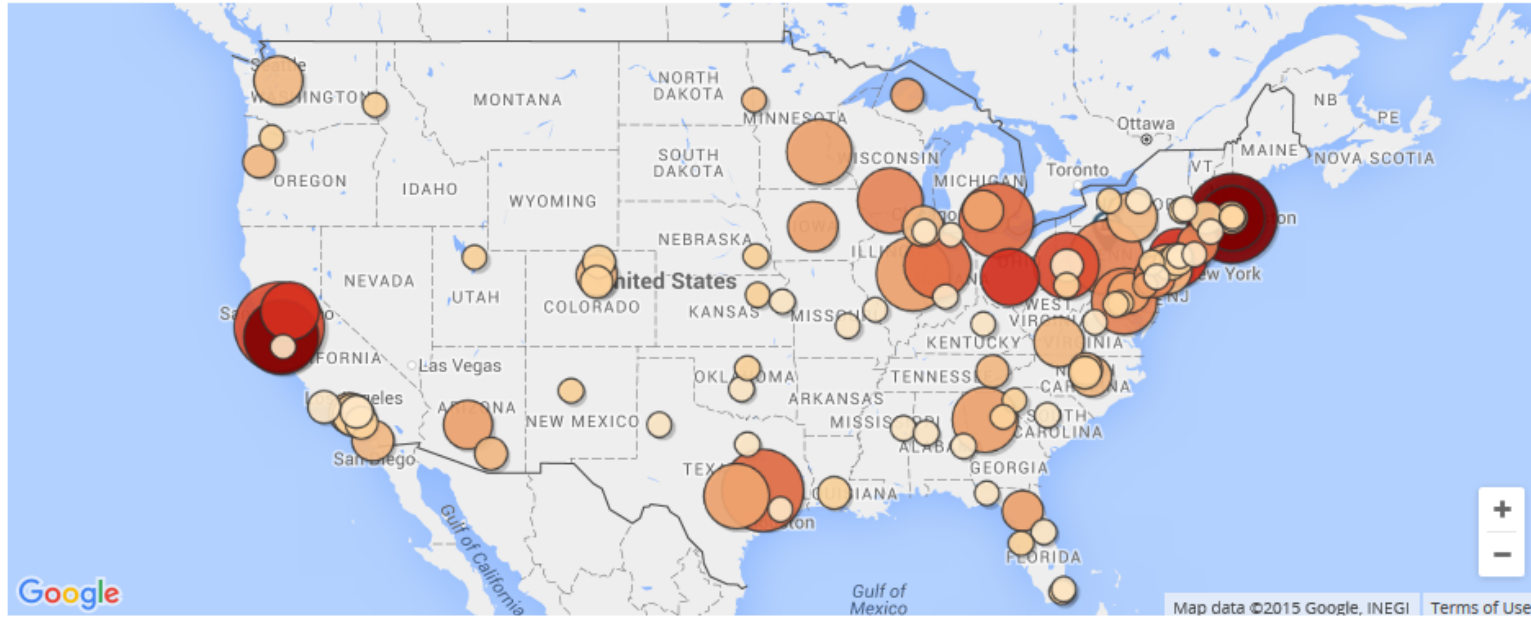


Energy law, policy, economics, social and geo-political implications

Top 100 Institutions in this Research Area, by Scholarly Output

North America ▾ United States ▾ Academic ▾ [reset filter](#)

Size: Scholarly Output ▾ total value Color: Views Count ▾ total value

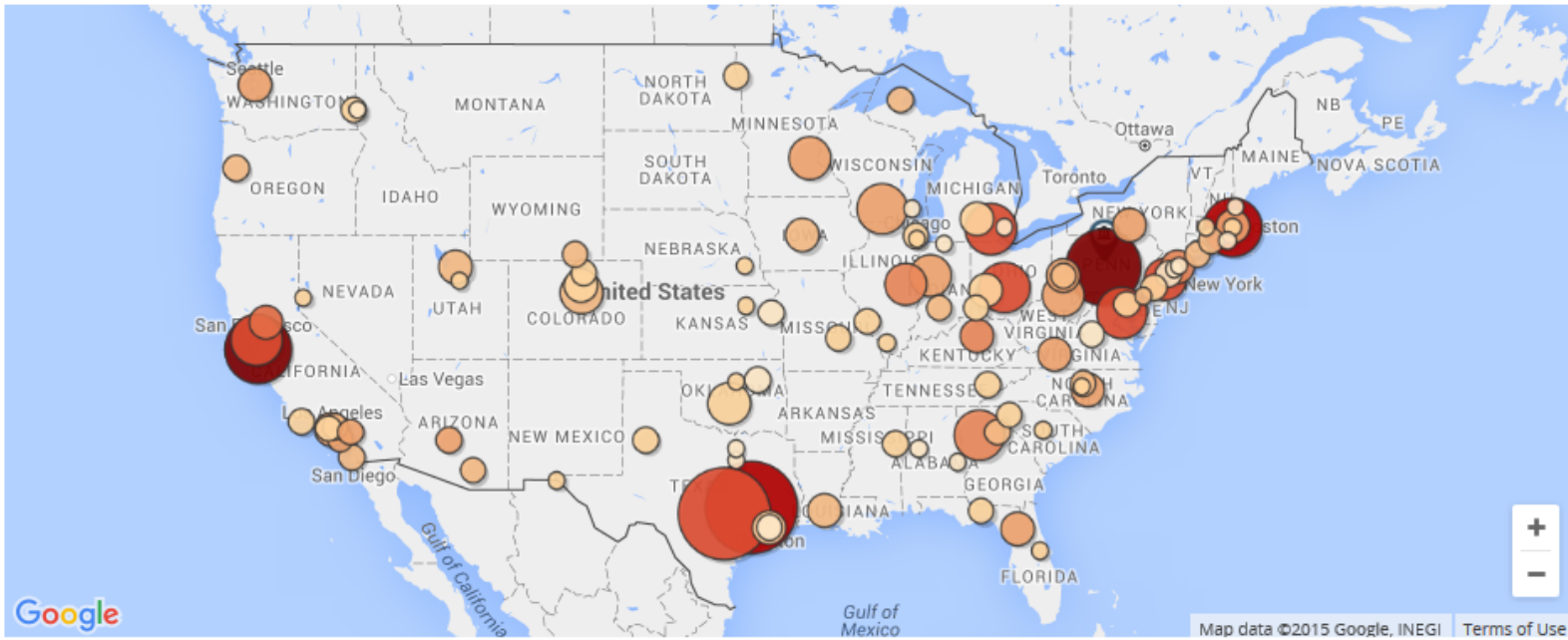


Fossil fuels and carbon capture/management

Top 100 Institutions in this Research Area, by Scholarly Output

North America ▾ United States ▾ Academic ▾ | [reset filter](#)

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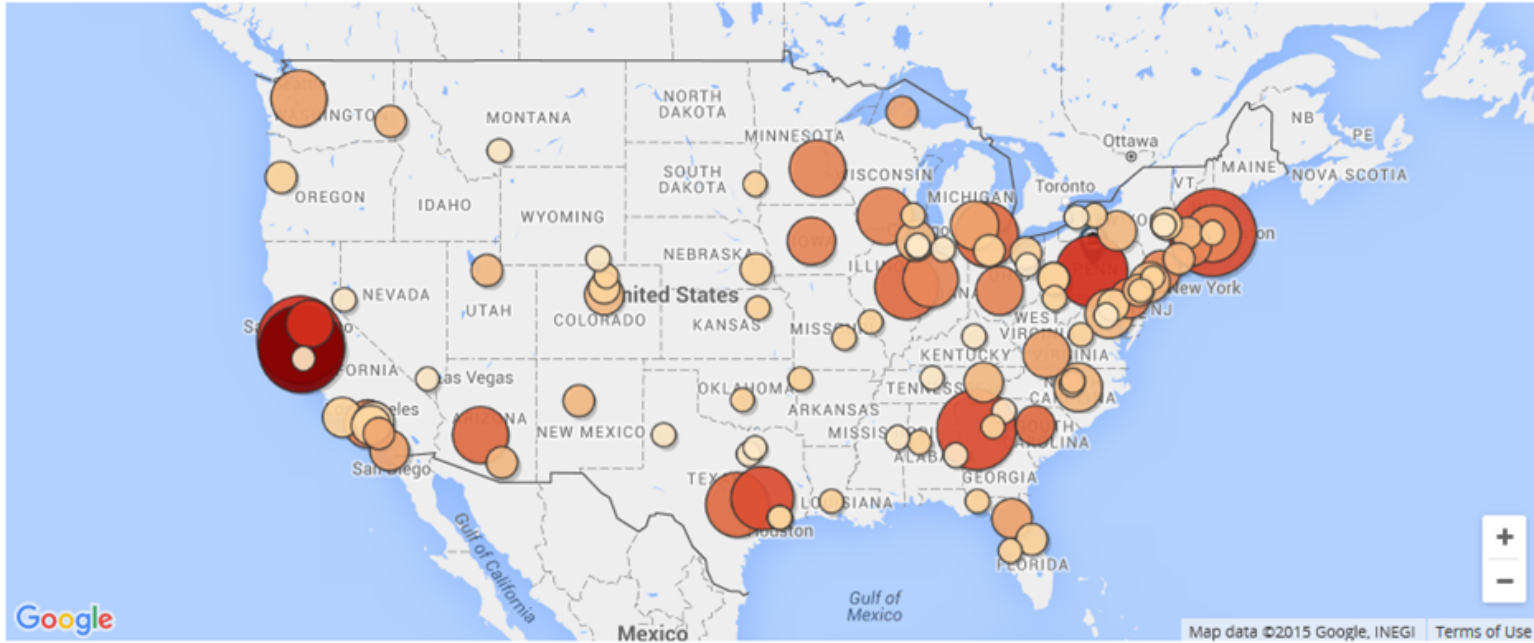


Renewable energy (all sources) and nuclear

Top 100 Institutions in this Research Area, by Scholarly Output

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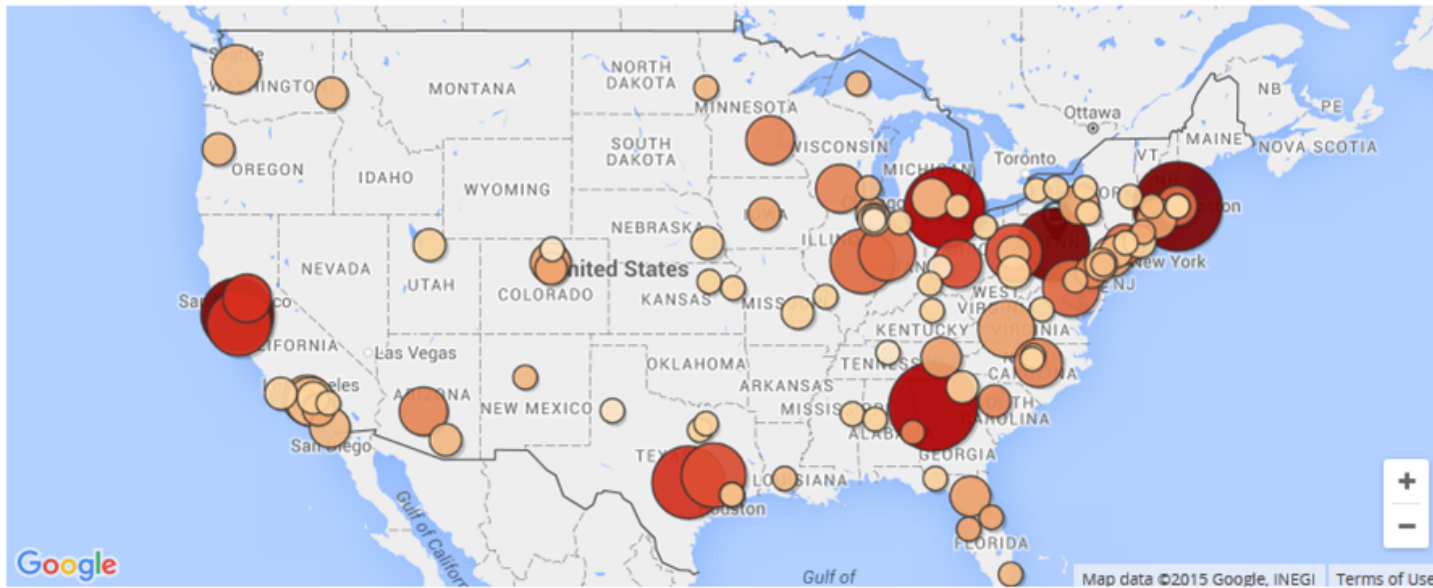


Distribution, efficiency, grid, storage, smart buildings, campuses, cities

Top 100 Institutions in this Research Area, by Scholarly Output

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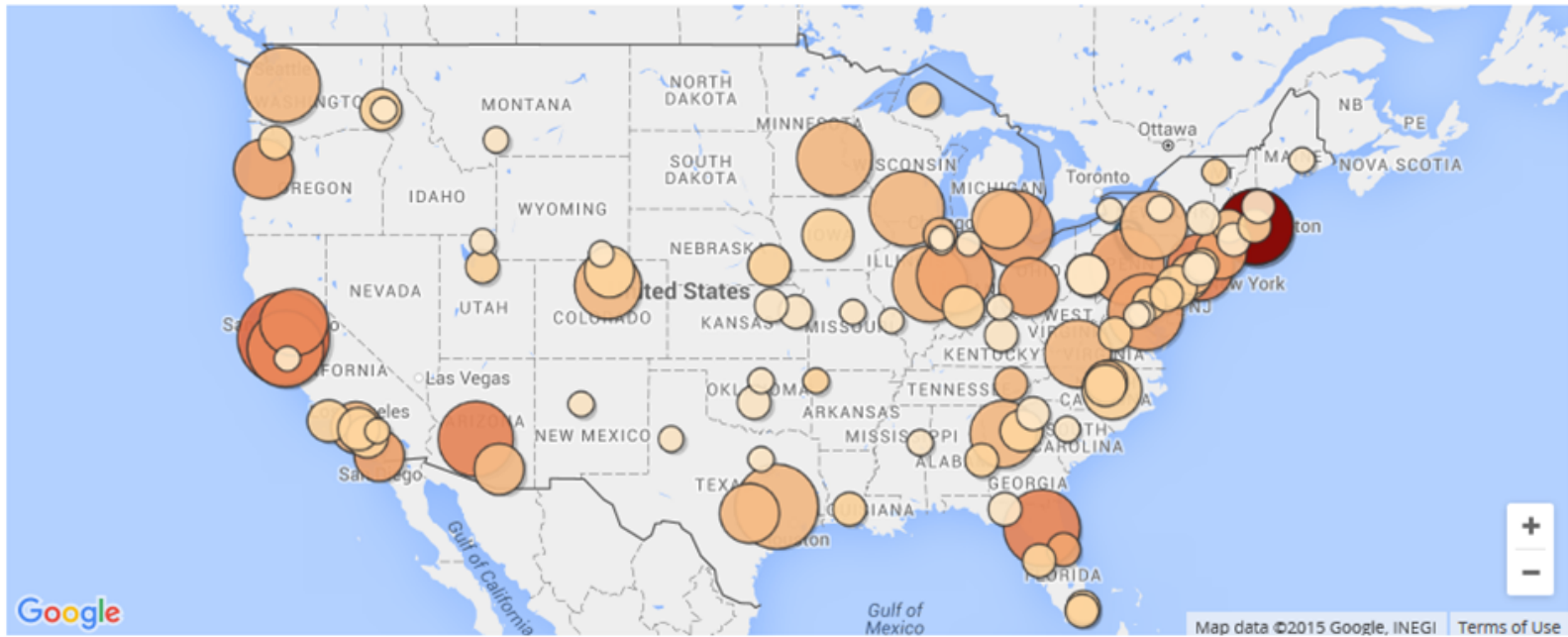


Environmental (impact/interplay with all sources)

Top 100 Institutions in this Research Area, by Scholarly Output

North America ▾ United States ▾ Academic ▾ | reset filter

Size: Scholarly Output  ▾  total value Color: Views Count ▾  total value



Penn State Ranks in Top 5 of Each Category

Rank (Scholarly output)	Energy: Policy, Economics and Law	Fossil Fuels, Combustion, Turbo., Carbon Capture	Renewable energy (All types) and nuclear	Dist., efficiency, grid, storage, smart build	Energy and the Environment (including Climate)
1	Massachusetts Institute of Technology	Texas A and M University	Massachusetts Institute of Technology	Georgia Institute of Technology	University of California at Berkeley
2	University of California at Berkeley	University of Texas at Austin	University of California at Berkeley	Massachusetts Institute of Technology	Texas A and M University
3	Texas A and M University	Pennsylvania State University	Stanford University	University of Michigan	Pennsylvania State University
4	University of Illinois at Urbana-Champaign	Stanford University	Georgia Institute of Technology	University of California at Berkeley	University of Wisconsin
5	Pennsylvania State University	Massachusetts Institute of Technology	Pennsylvania State University	Pennsylvania State University	Stanford University



The Opportunity at Penn State

As one of America's powerhouse energy research universities, we can:

- Assess and address societal needs and industry demands
- Accelerate the trajectory of fundamental discovery and applied innovation
- Transform the energy sector to meet the challenges of the 21st century

The Vision: *Becoming The Energy University*

Stepping forward as the higher education leader in:

- ***Research:*** Generating the knowledge and technology that will drive the next energy revolution
- ***Education:*** Preparing a workforce that is both highly trained and highly adaptable, ready for global careers and collaboration
- ***Service:*** Partnering with industry to address urgent, real-world needs for energy production and policy



The Challenges

- Competition with well-funded peers (e.g. MIT, Stanford, UC Berkeley) for top faculty and students
- Misconception that PA isn't prepared for real energy industry leadership
- Limited institutional resources, despite strong institutional interest and will



Next Steps

Identify investments that will create even greater excellence in:

- Faculty leadership
- Industry expertise
- State-of-the-art infrastructure
- State-of-the-art thinking
- The next energy leaders



Next Steps

- Engaging partners across Penn State and beyond
- Committing university resources
- Creating a fundraising plan
- Partnering with lead donors



Discussion. Questions?



Remarks from Provost and Executive Vice President Nicholas P. Jones

Meeting of the Penn State Board of Trustees, University Park

November 20, 2015

“Good afternoon. Before I get started with my official report, I'd like to acknowledge two individuals who are serving Penn State in vital roles. They are Marcus Whitehurst, officially named Vice Provost for Educational Equity in August, and Lance Kennedy Phillips, who in October assumed the role of Vice Provost for Planning and Assessment. If both of you will please stand and be recognized.

“I recently traveled to the United Kingdom with Michael Adewumi, Vice Provost for Global Programs, who is here. And I had the opportunity to immerse myself in thinking about the concept we call, Global Penn State and what it means to be, become a truly global University. It is an important question, and of course at an important time. Coincidentally, this week is international education week, a joint initiative of the U.S. departments of state and education that celebrates the diversity of voices that have studied abroad and the benefits of international education and exchange. This annual initiative drives the development of programs that prepare Americans to live and work in a globally engaged environment, and attract future leaders from abroad to study in the United States. Personally of course, I would not be standing before you today here, were it not for the tremendous opportunity that I had to pursue my graduate studies in the United States, and I'm extraordinarily grateful for what that has afforded me.

“This week also happens to be global entrepreneurship week, the world's largest celebration of innovators and job creators who launch start-ups that bring ideas to life, drive economic growth, and expand human welfare. Among the 34,000 related events occurring this week in more than 150 countries, numerous entrepreneurship focused seminars and lectures are being held on many Penn State campuses.

“Meanwhile, in light of the terrorist attacks one week ago in Paris, I want to note now that we have also been thinking about the popular study abroad opportunities available through the office of global programs to our students, eight of whom are studying in France this semester and have been confirmed safe. The study abroad program is an essential part of our global strategy, and we have protocols in place to ensure our students' health and safety, and to manage and respond to emergent or crisis situations. I'll be discussing this in a little bit more detail later in my presentation.

“As many of you know, enhancing global engagement is one of six foundations articulated in Penn State's soon to be released University-wide strategic plan. Another is fostering and embracing a diverse world, which is essential to educating and preparing students for life in a complex changing society. Both are integral to a truly global Penn State. Today I want to talk about Global Penn State, which is evolving and growing substantially to meet demands for broader multicultural awareness engagement. Not only at all of Penn State campuses but around the world as well. I want to start with contextual information that reveals how vital global Penn State is to the University now, and how much more important it inevitably will become in the coming years.

“Statistics released this week by the institute of international education reveal that one in ten U.S. undergraduates studies abroad before graduating. Nearly one in four U.S. students studying abroad are STEM majors, focused on science, technology, engineering and mathematics. Meanwhile, this year has seen a 10 percent increase of international learners studying in the United States, the total of 974,926, nearly 1 million students, is a record high. How do we fit in? It all starts with the University's vision that Penn State will be a global leader in learning, discovery and engagement that fosters innovation, embraces diversity in all its forms and inspires achievement that will impact the world in positive and enduring ways.

“Ultimately, to fulfill this vision, we must be engaged globally and that in turn supports our tri-part mission of teaching, research and service. Building a Global Penn State requires enhancing global knowledge and awareness by sending students, faculty and staff abroad, internationalizing the University by bringing non-U.S. born students and scholars to our campuses, and establishing a network of

partnerships that enables the University to pursue its mission worldwide. As teachers, administrators and leaders at Penn State, we must prepare our students for the ever changing interconnected world in which they will live and work. This is what our employers now demand in an area of global -- era of global competitiveness, and as an institution, Penn State must set the course toward real global leadership, which often will be achieved not unilaterally, but instead through vital partnerships with other institutions and organizations. International collaborations are on the rise, in part because so many of the challenges that we face are complex and global in nature. They cannot be addressed fully by one institution or organization, or even one country.

“There are three main strategies for moving global Penn State forward. Go, come, and partner. Go means to expand and diversify our study abroad enterprise. Come, means to increase and diversify our international student population. And partner means to build transformational strategic partnerships around the world, all of these are necessary for Penn State to attain and retain global relevance. How are we doing in each of these areas? Let's start with go. Study abroad participation. We send more than 2500 students overseas every year, which represents a 23 percent increase over the past five years. In the 2013-14 academic year, 2581 Penn State students took part in learning abroad programs, in 54 countries. Data from the committee on institutional cooperation, CIC, show that Penn State is highly competitive with peer institutions when it comes to study abroad participation, and the percent of graduates who have studied overseas. Though we want and expect to boost our numbers in both categories. Next, we have come, increasing and diversifying our international student population. The demographics of international learners at Penn State has changed substantively in the past few years with an 86 percent increase in non-U.S. resident learners since 2009. And the number of international graduate students surging to exceed the number of international graduate students.

“Where are these students coming from? Historically, individuals from China, South Korea and India have accounted for more than 55 percent of the total international student population at Penn State. That's been consistent, even as we more than doubled international student enrollment from fall 2008 to fall 2014. Diversification of students, countries of origin, remains a challenge, but we have had some great success stories. For instance, in fall of 2006, we had only two students from Kazakhstan enrolled at Penn State. In fall of 2012, however, we welcomed 123 Kazakhstan students, thanks in large part to our strong partnership with the Kazakhstan government.

“Finally, partner. When it comes to building important partnerships, Penn State has made great strides in the past several years. We now have a central database for international agreements, templates for common collaborations, and articulation agreement guidelines and policies. Penn State's global engagement network or G.E. N with its pillars of global citizenship for students, faculty and staff provides a strategic focal point and support infrastructure for many global activities. GEN which is organically developed, faculty driven and administratively enabled by our office of global programs increases Penn State's global presence and relevance, and ultimately gets us the best return on investment by concentrating our efforts in a few strategic and carefully selected places around the world.

“Our current GEN partners span the globe as you can see, and going forward we expect future engagements to be more thematic in nature, driven by identified global challenges. One example is a collaborative network focused on global health, with multi-lateral relationships among geographically dispersed partners. Our role in addressing challenges such as global health will ensure our worldwide relevance and prominence over time. Now, the photo you see here is from the Penn State praise for Paris vigil held on Tuesday night -- prays for Paris. Attended by more than 1,000 students, I find it evocative of what we have talked about today, a truly global Penn State. So, given the recent events in Paris, I think it is appropriate to conclude my presentation by discussing risks and our obligations related to global engagement, including our study abroad offerings.

“We have many plans and protocols in place to mitigate risk, and they evolve as events warrant. When global programs, risk management, our international health and evacuation insurer or some other unit becomes aware that our students, faculty or staff are in a location that has become dangerous, we check our inventory of all Penn State for all who may be in that region. This is becoming easier to accomplish, with the Office of Global Programs integration of the travel safety network, custom built web-based travel registry industry and risk management system registry. Where we register all international travel itineraries.

After checking the inventory, we then reach out through all available means to account for the safety of our travelers, and to determine if they need immediate assistance. The office of global programs also uses a study abroad management system called studio abroad, that tool by which students research and apply for study abroad programs, and that serves as a central repository for students' contact information. We routinely advise sheltering in place and give specific advice about places and things to avoid. However, if a situation requires moving people to safety, we do have resources available 24/7 to do so. All of this is accomplished through a network of central units at University Park, regardless of which campus the travelers are from.

“If there is a significant catastrophe or incident that affects one or all of our students in a particular location or group, we may activate our international crisis response team, which involves representatives from student affairs, strategic communications, global engagement and operations, and several other units. We are always in contact with the U.S. Department of State, when situations occur internationally, that may have an impact on Penn State faculty, staff or students. As an example, earlier this week, acting within an abundance of caution, we postponed two campus-based embedded programs scheduled for next week in France, mainly in Paris. This was a collaborative decision, involving my office, Global Programs, the Vice-President for Commonwealth Campuses, the campus leadership, Risk Management, and the Office of General Counsel. As Penn State has a more global presence, it becomes even more important for us to be connected, communicative and collaborative. We have tools and are developing more, as well as policies that help us be more vigilant amid the heightened dangers in today's world.

“Ultimately, Penn State is an emerging, Global University that requires ongoing integration of international perspectives across the University community, and in all components of the University's mission. It's a big but important job. Enhanced focus on worldwide engagement through Global Penn State is vital to our work in the 21st century providing a vehicle for Penn State's impact to be extended beyond the Commonwealth to locations around the globe.”

Provost's Report

Global Penn State:
Our Ongoing Efforts to Be a Truly Global University

Dr. Nicholas P. Jones
Meeting of the Board of Trustees
Friday, November 20, 2015



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Continued Focus on International Education



- Coincidentally, this week is International Education Week *and* Global Entrepreneurship Week.
- Penn State has a strong international focus through its Office of Global Programs, which includes Study Abroad opportunities.



Global Engagement, Diversity Are Key Parts of Strategic Plan



- “Enhancing Global Engagement” and “Fostering and Embracing a Diverse World” are two of six Foundations stated in the plan.
- The plan, due out early next year, sets the table for the University’s next five years (2016-2020).



The Growth and Evolution of Global Penn State



- The program involves all Penn State campuses.
- Change is thoughtful and rapid to meet constituents' demands for international engagement.



New Numbers Reveal Surge in International Learners



- One in 10 U.S. undergraduates studies abroad before graduating.
- One in four studying abroad are “STEM” majors.
- International students in the United States total nearly 1 million, a record.



Our University's Vision



“Penn State will be recognized as a global leader in learning, discovery, and engagement that fosters innovation, embraces diversity in all its forms, and inspires achievement that will change the world in positive and enduring ways.”



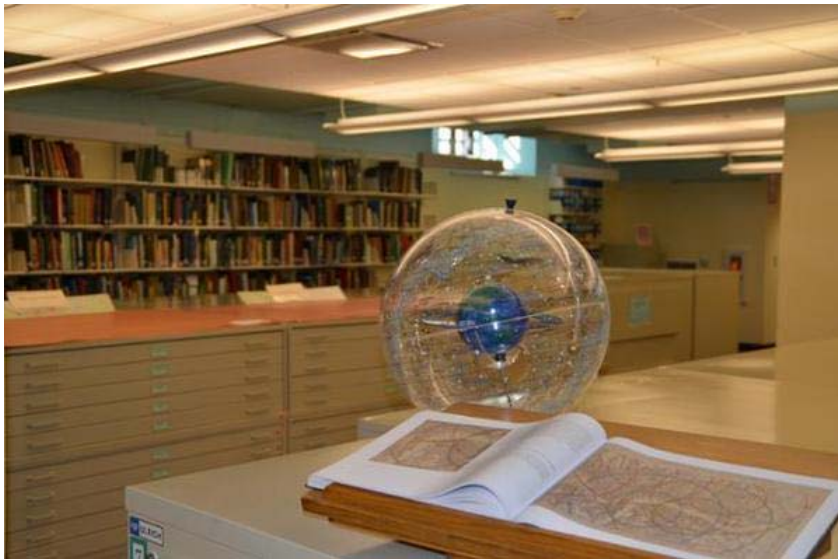
Global Penn State's Pillars



- Global Citizenship + Leadership = Global Competitiveness
- Focus on enhancing global knowledge and awareness, internationalizing Penn State, and establishing key partnerships.
- We must prepare students for our changing world and its challenges.



Global Penn State's Strategies: *Go. Come. Partner.*

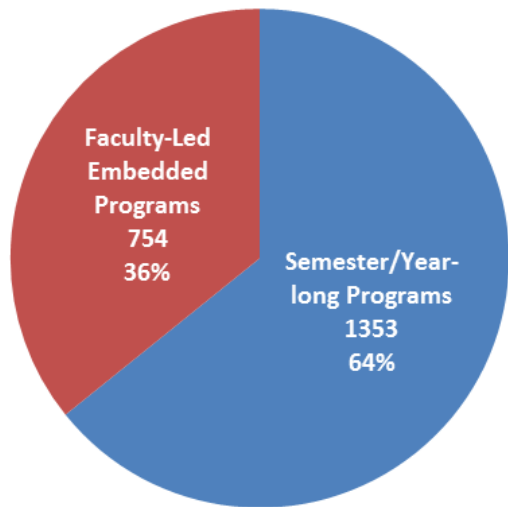


- **Go:** Expand and diversify our Study Abroad offerings
- **Come:** Increase and diversify international students and scholars
- **Partner:** Build transformational partnerships around the world

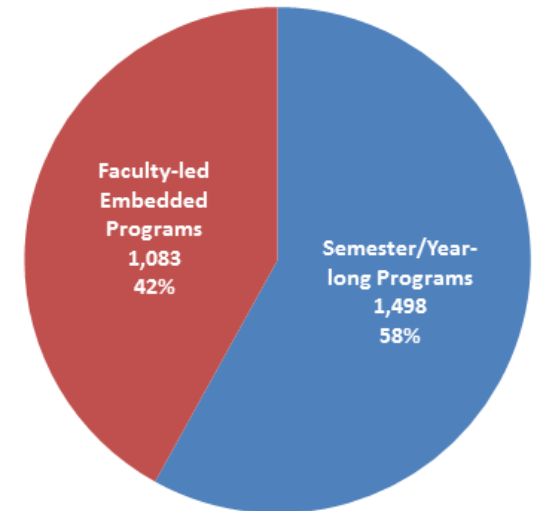


Our Study Abroad Participation

Total: 2,107
(2006-07)



Penn State
+ 23%

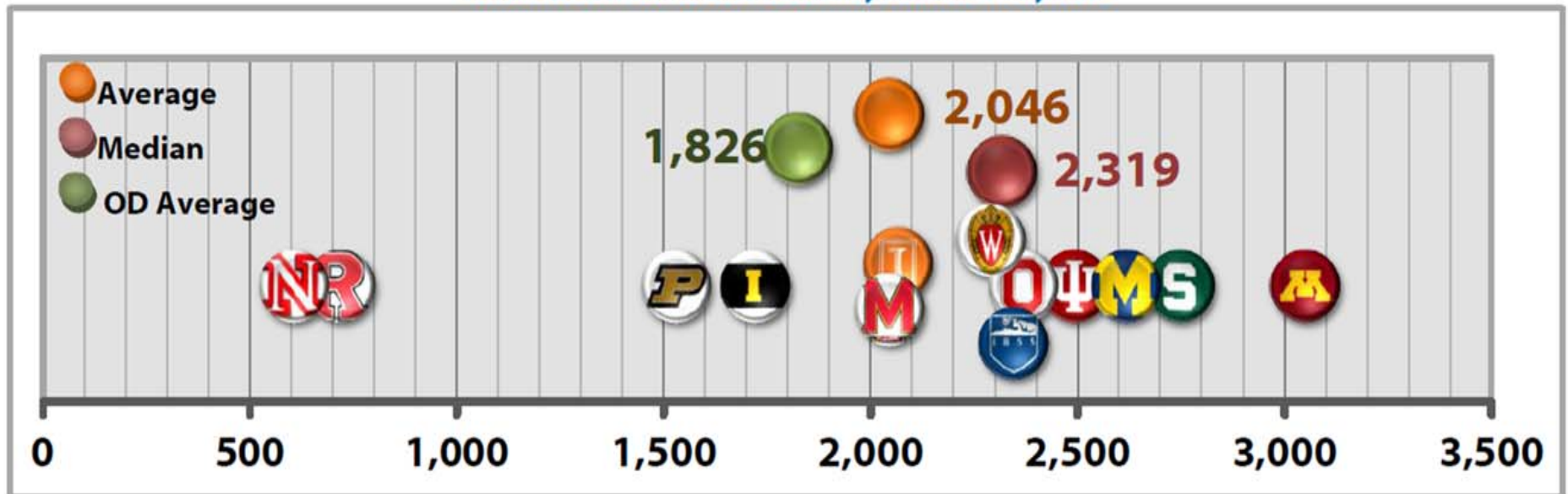


Total: 2,581
(2013-14)

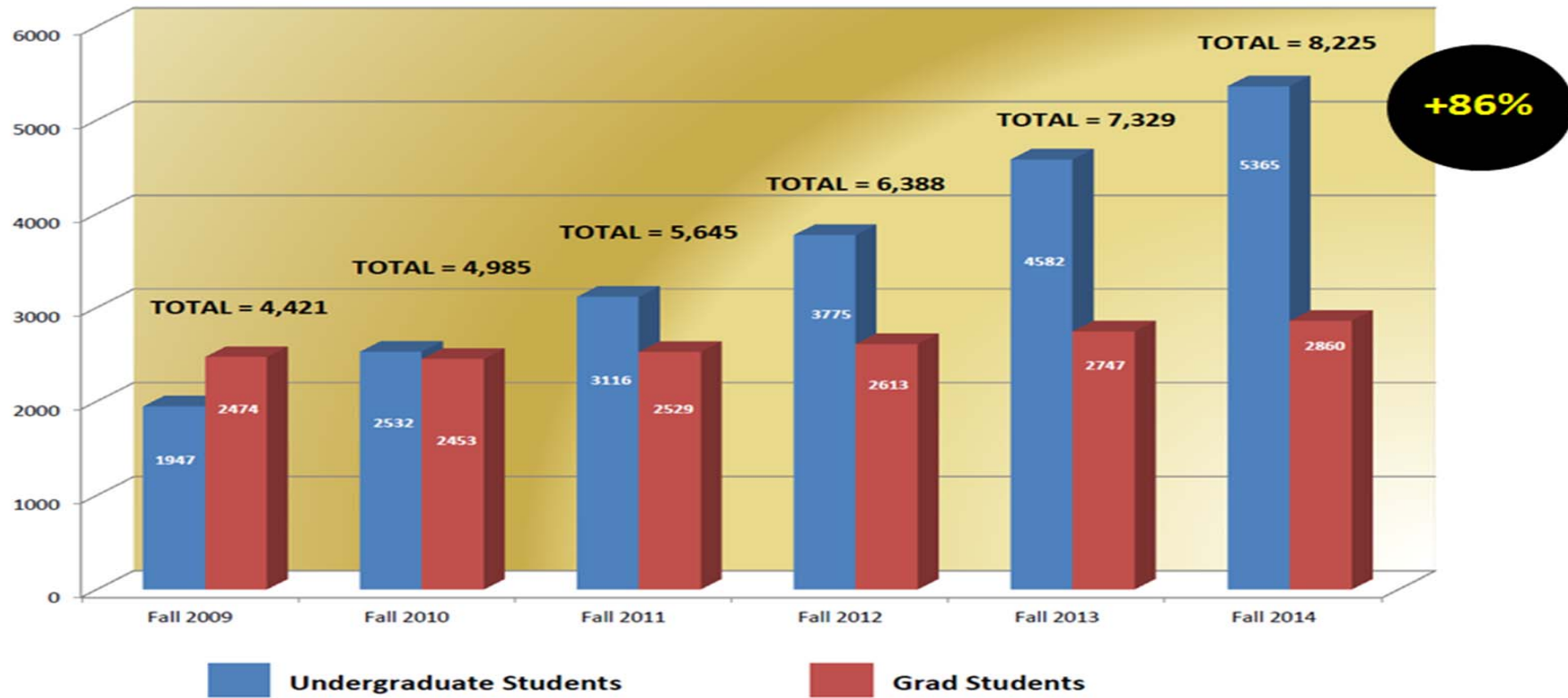


Comparative Study Abroad Data

Students on for-credit Learning Abroad Programs

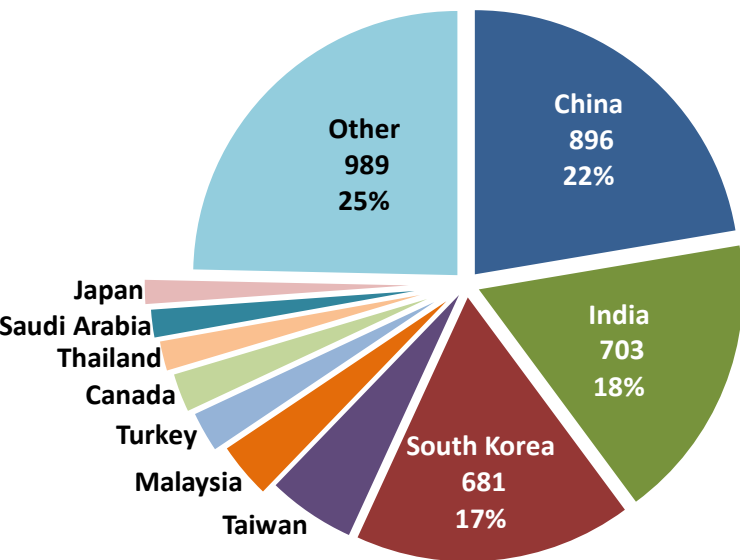


Our Changing Demographics

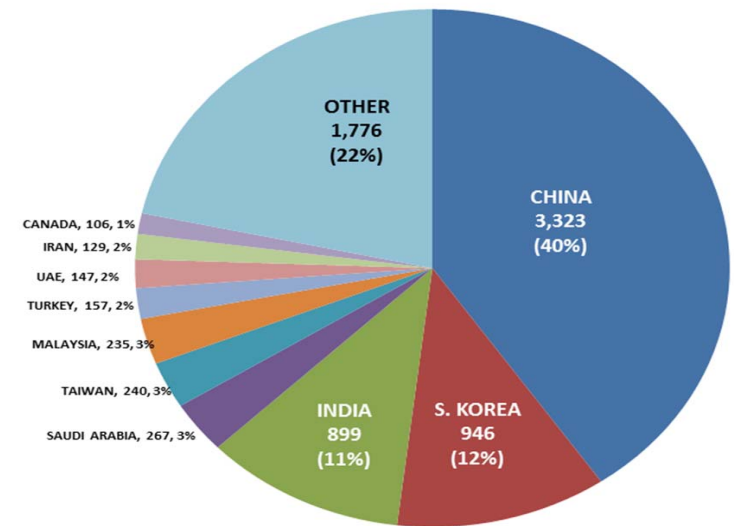


Diversity of Student Origin

Total: 4,011
(Fall 2008)



Penn State
+ 105%



Total: 8,225
(Fall 2014)



How We Build Partnerships Now



- Central database for international agreements
- Templates for common collaborations
- Articulation agreement guidelines and policies



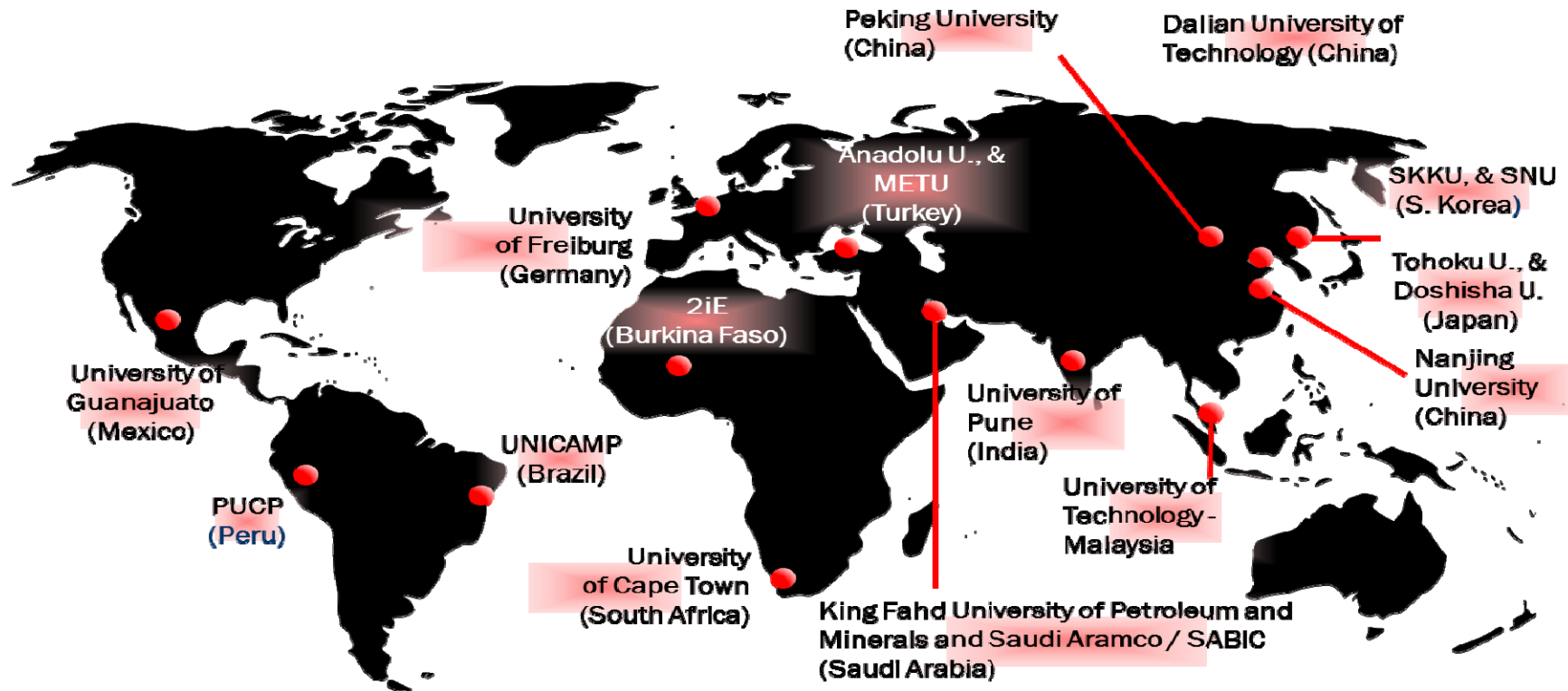
Global Engagement Network



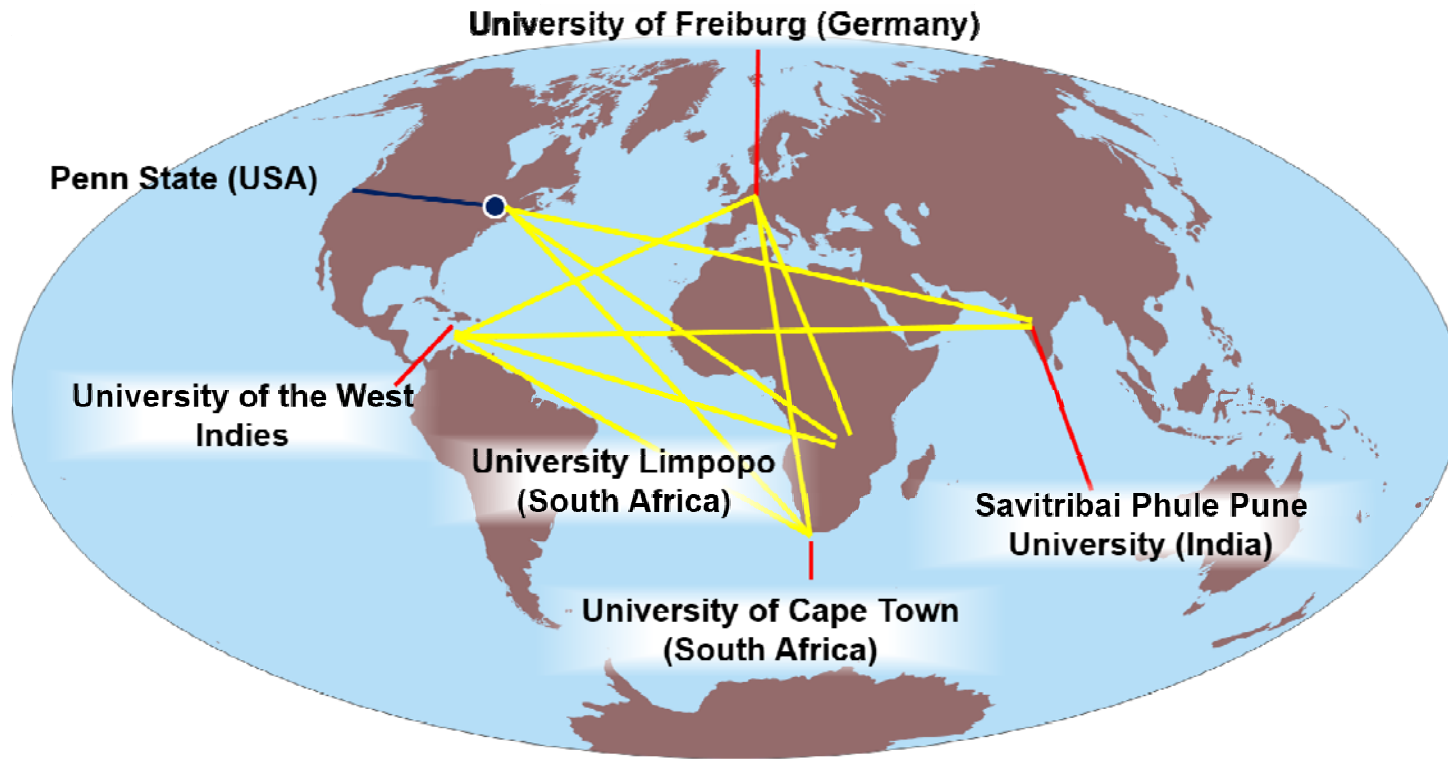
- Faculty driven and administratively enabled
- Boosts Penn State's presence and relevance
- Focuses efforts on carefully selected places to achieve high return on investment



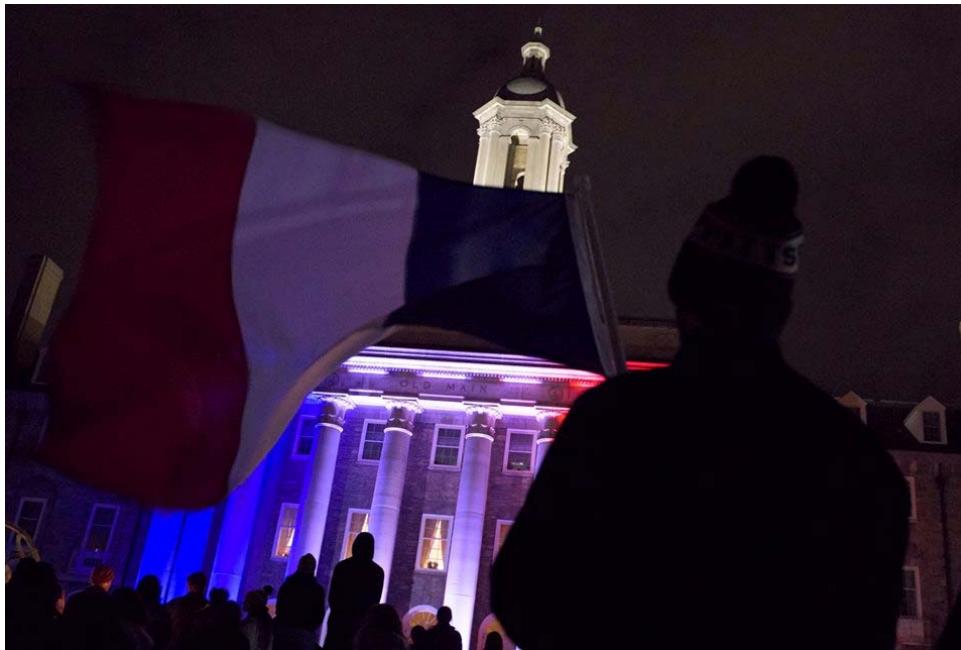
Our Current GEN Partners



Thematic Example: Global Health



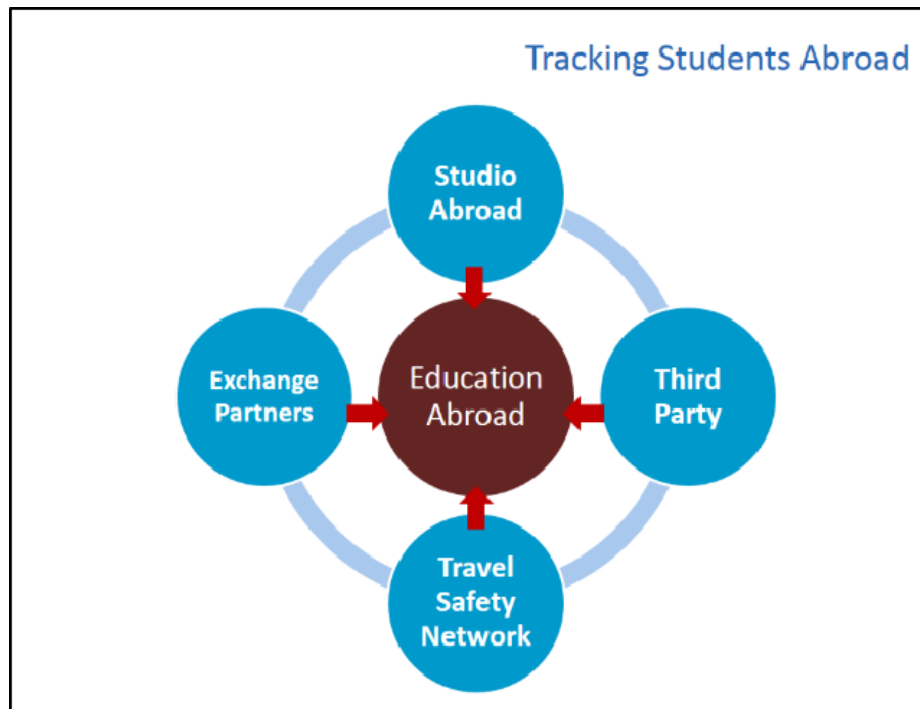
Study Abroad – Safety and Risk



- Many plans and protocols are in place.
- Vast expertise and resources are available 24/7.
- Studio Abroad and our Travel Safety Network are among key tools we use.



Crisis Plans and Protocols



- We use key resources and make timely decisions.
- We may deploy our International Safety Response Team.
- We are in touch with the U.S. Department of State and other third parties as warranted.



Global Penn State: Key Takeaways

- Penn State is an emerging global University that requires ongoing integration of international perspectives across the University community and in all components of the University's mission.
- An enhanced focus on worldwide engagement through Global Penn State is vital to our work in the 21st century, allowing Penn State's impact to be extended beyond the Commonwealth to locations around the globe.



Thank You.



PennState



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Remarks from Trustee Anthony P. Lubrano

"I'd like to read into the record two items. Between our last meeting and this meeting, our late coach Joe Paterno was inducted into the Pennsylvania Sports Hall of Fame. I think it's only appropriate we memorialize it on the record here. The first is very short and second not much longer. The first is something written by Franco Harris.

'Three things cannot be long hidden: The sun, the moon and the truth.' [That was a quotation from Buddha].

'In the first the year or so after the Sandusky scandal broke, we continuously faced setback after setback in our quest for the truth and during that time the media had their own agenda and created a false narrative about Penn State and Joe Paterno that still exists today. The false narrative created fear and people distanced themselves from Joe and Penn State. However, this past Saturday...

"Which was October 24th, 2015, which by the way was held at the Valley Forge Casino which I think is a property of Trustee Lubert.

...Joe Paterno was inducted into the Pennsylvania Sports Hall of Fame. I believe this is the first honor bestowed upon Joe since the scandal. Jay Paterno accepted the honor on behalf of his father and the Paterno family. He gave an amazing speech that I can only describe as a 'moment of truth' for the world to hear. We are not there yet, but this honor shows that we are moving forward and that our path to the truth is having an impact. 'Success is walking from failure to failure with no loss of enthusiasm.' Joe told us to find the truth. I know it's been tough. And we have faced many difficult challenges. But we won't give up. We will keep seeking the truth. We want people to know that this has never been about football. This is beyond football. This is about who we are. It's what we do that defines us. Penn State is our second home. Joe Paterno is our family. We are in this together.'

"And the second item is the speech that Jay gave accepting the honor on behalf of his father.

'I want to thank the Board and officers of the Pennsylvania Sports Hall of Fame for tonight. I also want to acknowledge some of the other honorees--notably Matt Bahr and Chuck Fusina, two of the all-time greats at Penn State and football not just as players but also as people, as well. My father was awfully proud of both of you.

'I also would be remiss if I didn't mention Foge Fazio. Although my Dad competed against your Dad, he had so much respect for him as a person and as a coach. I want to mention PJ Carlisemo. When you had the great run to the finals my Dad watched every game and said 'that's a Scranton boy.' He knew your father, knew him well and every time they showed your Dad, my Dad got a big smile on his face.

'I also want to acknowledge what Kristy Kowal said tonight. I have children of my own and I see a lot of young people here. I hope you heard what she said about the struggles starting out. We have a tendency in society now to look at the end product--to look at that Olympian or that great pro and we forget that it starts out with small steps and with an 8 year old sitting on the side of a pool saying I don't want to do this anymore. But you persevere. You realize greatness is never easy and I want to thank you for that message tonight, as well.

'And it is with great humility that I, on behalf of my mother Sue Paterno and my entire family stand among you to accept the honor for my father Joseph Vincent Paterno. Although he

remained proud to have been born and raised in Brooklyn, New York he came to think of Pennsylvania as home. They say when the people in your neighborhood--the people who know you best--choose to honor you it is the most meaningful--that is certainly the case tonight.

'When this was announced a few months ago I was asked by reporter what it would mean to my father and what it meant for his legacy in light of the events of the last few months of his life. I need not go into the details—but there has been time to reflect on what this has meant to his family--and when I say family, I mean Penn Staters because that was truly his extended family. Understand this; you don't have to have a degree from Penn State to be a Penn Stater. It is a shared set of ideals, values and commitment to a cause bigger than one's self.

'In November of 2011, the casting of blame fell not just on Joe Paterno but on everyone in that family. The resulting months saw drastic changes in the crafting of a false narrative that hurt all Penn Staters. Whether we want to admit it or not, Penn Staters have walked a different path in the eyes of many since those events. That is changing—the rays of the truth's sunlight are returning to Penn State. Tonight's award is recognition of that. If he were here tonight, Joe Paterno would be the first to credit generations of people who helped make Penn State the example of Success with Honor. He'd credit coaches, administrators, professors, team doctors, trainers, academic advisors, equipment managers, their families and above all the student-athletes who made the commitment to excel on the field and far more importantly in the classroom and as people. He would tell you those people gave Joe Paterno so much more than he could have ever given them.

'This award is not for an individual, it recognizes a program whose core foundation was the ideal of the student-athlete--the pursuit of producing people who were better in all aspects of their lives when they left Penn State than when they arrived. Even after decades that goal remained--over his last seven years as head coach, Penn State teams compiled the sixth best record in the country--but most importantly, and what he was most proud of, Penn State was the only program in the country to win over 77 percent of our games and more importantly graduate over 80 percent of our football student-athletes. The enduring foundation of the program was revealed to me once during my coaching career when he and I were walking home from a game. We walked home after every game for 17 years. He would give me advice and this one time he gave me advice on being a parent--he said, 'when you become a parent, you're only as happy as your least happy child.' That carried over to the program. The happiness of the student-athletes in our program was not because of material goods or attained by permissive attitudes allowing players to do what they wanted. It was about standards, about challenging men--both coaches and players to understand leadership is about being respected for doing things the right way rather than being liked because you pander to the trends of the times.

'No matter their race or creed, he looked at each player like they were his own and gave each an equal opportunity and demanded an unyielding standard of success on the field and in the classroom. That was the bedrock upon which a foundation for Penn State's program was built for decades. It was a house built on rock, impervious to the floodwaters of changing times and values, and not built on the shifting sands of superficial lip service to excellence. In the way that Success with Honor was created--and enduring legacy built by countless people that will ultimately outlast the temporary challenges of a false narrative. There are countless examples in history and in college football where re-writing history and denying traditions and obscuring the truth have failed.

'Almost 3 1/2 years ago the Penn State administration chose to tear down a statue of Joe Paterno. I did not watch it. In fact, I didn't really care at the time. As time has moved I

came to learn from Penn Staters and the people of this Commonwealth that while the statue was an image of Joe Paterno it was really a symbol of something they all shared--a decades-long journey of Success with Honor. Joe Paterno would tell you all the honors of his life were shared honors--shared with people who made it happen on the field, in the classroom and with countless people across the country who embraced what Penn State stood for. This honor is shared with Penn Staters who did their part to support those values and stay well within not only established NCAA rules but also the ethics of fair play, sportsmanship and to carry ourselves with class. Together we built a shining city on a hill--a model for how big-time college football could attain an honorable excellence and competition and in life.

'One reporter commented to me that since the events of November 2011 this was among the first major public recognitions of Joe Paterno. That is true--and it is most fitting that it is here in Pennsylvania. For over six decades this was his neighborhood, this was his home and the people here were the ones who knew him best. It only makes sense that those nearest and dearest to him would be the first to recognize a life that was so broad and so big--but a life made possible by the same people who honor him tonight. One day that bronze image may indeed come back and if it does, keep in mind that like this honor tonight it is not simply representative of one man--it honors all who were on that journey with him together.

'Thank you very much.'

"And I thank you for your indulgence."

Remarks from Trustee William F. Oldsey

"I, too, would like to read an important letter into the record at tonight's Board of Trustees meeting. It is shorter than what Trustee Lubrano just read but equally important. It is dated November 5, 2015. It is a letter from Sue Paterno to all the Penn State Lettermen. It begins, simply, 'Dear Lettermen,

'November 9th is the fourth anniversary of Joe's firing by the Board of Trustees and their wholesale indictment of the football program and the Penn State culture. Joe and I knew they had acted rashly, but we were hopeful that, with the benefit of time, they would correct their mistakes and set the record straight. While much progress has been made in the last four years, the Administration, the NCAA and Louis Freeh have yet to acknowledge fully the extent of their errors. Worse yet, they are still waging an all-out campaign to keep the facts from ever seeing the light of day. I write to you now to let you know that we have not given up on setting the record straight--and we never will. Four years of secrecy are enough. The victims, their families, each of you and everyone who cares about Penn State deserve the truth.

'The sad history of this case is that the Board of Trustees took a terrible tragedy and made it worse. Their complete reliance on the deeply flawed Freeh report and their total capitulation to the NCAA were terrible mistakes that needlessly and recklessly tarnished the reputation of this great university.

'Our only options are to give in and accept the allegation that Penn State was consumed with a corrupt culture, or fight for the truth. You and I know what Joe would have expected us to do. Penn State's culture is a treasure. It is worth fighting for. And the truth is not to be feared but embraced.

'Because these issues are currently being litigated, I'm not able to comment on specific aspects of the case, but what I can tell you is that we respect the courts, and we welcome a chance to have the facts finally reviewed in a setting that honors transparency and due process.

'Finally, I want you to know how proud I am of each of you. What you do with your lives is the ultimate testament to the Penn State culture. My life continues to be consumed with children and grandchildren and raising money for causes Joe and I cared so much about. I also continue to pray for the victims. I hope that the lessons of the Sandusky case will open eyes throughout our society.

'I cherish my memories with all of you. I love Penn State more every day, which is why I will see this case to its proper resolution. I wish you and your families the best for the holidays.

'With love, Sue'

"She includes a postscript. It says simply:

'Please hold the date September 17, 2016 because it marks the 50th anniversary of Joe's first game as a head coach. We're planning a special event to honor all that you accomplished. I'll be back to you with more information on that.'

"That's the end of the letter. My comments are very brief. Sue is correct about Penn State's culture. It is and it always has been a treasure. In my opinion, and in my experiences over the past six decades as a State College native and as a loyal Penn Stater, Sue Paterno is a treasure, as well. After all that this University has put the Paterno family through, Sue remains a Penn State stalwart, unceasingly loyal to her

alma mater. She spends her time, effort and her amazing energy raising money and resources for our world class College of Liberal Arts, our libraries, the Special Olympics, many other worthy causes.

“There are individuals on this Board and within the administration who continue to take the position that at some point in the future, there will come a proper time to make things right with Sue and the Paterno family. I suggest to all of you and anyone else who shares that position that the proper time to have made things right has long since passed us by. We should wait no longer. We've wasted precious time being on the wrong side of legal and other issues. We have a hugely valuable relationship to rebuild and a once in a lifetime legacy to honor. I suggest we get started today. If we have the courage to work together, we can still make things right.

“Thank you.”