



PennState

Meetings of the Board of Trustees | September 18, 2015

Minutes

**MINUTES OF MEETINGS OF
BOARD OF TRUSTEES
VOLUME 289
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MINUTES OF MEETING
BOARD OF TRUSTEES
VOLUME 289
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A meeting of the Board of Trustees was held in Dean's Hall of the Penn Stater Conference Center Hotel, University Park, PA, at 1:30 p.m. on September 18, 2015.

The following Trustees were present: Masser (chairman), Lubert (vice chairman), Barron, Benson, Brown, Casey, Cotner, Dambly, Dandrea, Doran, Dunn, Eckel, Fenza, Goldstein, Han, Harpster, Hoffman, Huber, Jubelirer, Lord, Lubrano, McCombie, Metaxas, Oldsey, Pope, Potts, Rakowich, Redding, Rivera, Rucci, Salvino, Schneider, Schuyler, and Tribeck; and Hanger. Emeritus Trustees Jones, Junker, Metzgar, Myers, Riley, Robinson, and Rowell 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, Salvino, and Warner; and staff members Andrews, Basso, DiRaimo, Dunham, Gray, Guadagnino, Hanes, Jones, Kirsch, Lokman, Mulroy-Degenhart, Poole, Sharkey, Sims, and Weidemann.

An opportunity for public comment was provided on September 18, 2015, during a public session of the Board at 11:00 a.m. in Room 107 of the Penn Stater Conference Center Hotel. Two speakers shared their views:

Emily Miller, student
Terry Ford, student

Chairman Masser's opening remarks are included as follows:

“Good afternoon and welcome.

“Let me begin by welcoming back our returning students and extending best wishes to our new students. The new academic year always brings with it fresh energy and excitement, making it a pleasure to be on campus. Nowhere is that enthusiasm more evident than during the President's New Student Convocation, held August 22 at the Bryce Jordan Center. I know the trustees who attended the event would agree with me on that.

“Today I want to recognize, in particular, our student colleague Emily McDonald. We all have seen firsthand over the years Emily's thoughtfulness and collaborative approach to conversations with members of the Board. What I didn't know until Convocation was her amazing ability to take great selfies. Emily's address as UPUA president to the Class of 2019 was not only inspiring, but also historic. For those of you who may not have seen it, Emily's selfie with the Class of 2019 broke the Penn State record – and perhaps the world record – for the largest selfie! Take a look at the image on the screen.

“Thank you, Emily, for welcoming the Class of 2019 in such historic fashion!

“During the past few months, we welcomed our new student leaders, Faculty Senate officers, and Staff Advisory Leadership. Today, I'm pleased to welcome Paula Milone-Nuzzo, Dean of the College of Nursing. Paula is Chair of the Academic Leadership Council for this academic year, and we look forward to having Paula in that vital leadership role.

“During our July meeting, the Board recognized three individuals who were finishing their experiences in the University’s Administrative Fellows Program. Today I would like to welcome and recognize the incoming Fellows for 2015-2016; please stand when I call your name. Rebecca Cianci, Human Resources Manager in the Smeal College of Business, is spending this year with Susan Basso. Madhavi Kari, Director of Career Solutions and Corporation Engagement in the College of Information Sciences and Technology, is serving her fellowship under the mentorship of Damon Sims. And, Nick Jones is serving as mentor to Binh Le, Associate Librarian and Head of Reference at Penn State Abington. We hope you all have an exceptional year.

“A reminder that our standing orders provide that visitors to our meetings, including representatives of the media, shall be present as observers, but not as participants. Any form of participation, including speaking, the presentation of petitions, and the display of banners, posters, and other forms of signs, is prohibited. I ask those in attendance to please respect this rule so the Board may focus on its deliberations without distraction.

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 July 17, 2015.

President’s Report

Dr. Barron presented Potential Campaign Themes for the upcoming capital campaign. First, he recapped the campaign goals of the successful For the Future campaign, and then discussed the strategy of connecting the Strategic Plan for the University with the new campaign. He would like to consider themes directly related to the strategic plan and to connect donors on a different level—issues, challenges, innovation, in alignment with the mission of serving the Commonwealth, nation and world. The themes he presented were: Global Engagement; Penn State as a Cultural Destination/Cultural Literacy; Population Health/Personalized Health; Sustainability and Human Security; Invent Penn State; Access and Affordability; Digital Innovation; and Discovery, Excellence and Community. He outlined the next steps: cull, alter and improve. He has also gathering input on the themes from Penn State’s academic and philanthropic leaders, and he looks forward to the full set of case statements be completed by December.

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

- *Invent Penn State*
- 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 ongoing development of the University’s new Strategic Plan for 2016-2020, and how the effort has extraordinary meaning and relevance not just in terms of framing Penn State’s agenda for the next five years, but also in continuing to support the University’s longtime land-grant mission.

Jones discussed in depth the history of the land-grant mission at Penn State, and acknowledged, however, that the world is a much more complex place than it was in the 1860s when the mission originated. Today, the University is charged with adherence to that mission in a contemporary, global context, with students, faculty and staff engaged in research, teaching, and service initiatives increasingly driven by technology and not constrained by state or even national boundaries.

Regarding the Strategic plan, Jones noted that the contemporary land-grant mission informs and is integral to all five of the plan’s thematic priorities: Transforming Education; Elevating the Arts and Humanities; Enhancing Health; Managing Resources; and Leveraging Cyberculture. Embedded throughout the plan are references to the importance of Penn State’s land-grant mission, and how the new plan not only supports it, but evolves it to engender new, positive social impacts.

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

[Appendix II]

Following his report, Dr. Jones introduced the new Dean of the Eberly College of Science, Dr. Douglas R. Cavener; Dr. Cavener provided brief remarks.

Reports from Standing Committees

Chairman Masser advised that standing Committees met in public session on Thursday, September 17, 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, September 17, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information on Graduate Programs
 - a) Bioinformatics at Penn State Great Valley: Drop Minor
 - b) Religious Studies in the College of Liberal Arts: Drop Minor
 - c) Master of Science in Architecture and Master of Architecture: New Program and Change in Requirements of Existing Program
 - d) J.D. at Penn State Law and Master of Health Administration in the College of Health and Human Development: Joint Degree Program
 - e) Doctor of Public Health in Penn State College of Medicine: New Program
 - f) Medical Doctor and Master of Public Health in Penn State College of Medicine: Joint Degree Program

The Committee received updates from administrative liaisons Nick Jones, Executive Vice President and Provost, and Damon Sims, Vice President for Student Affairs, who also provided report on behalf of Robert Pangborn, Vice President and Dean for Undergraduate Education. Nick Jones reported on graduate and professional student town halls; the new Office of Planning and Assessment; and a wrap-up of summer programs, including research experiences for undergraduates in engineering, as well as the pathways to success summer start program. Finally, he provided an update on the progress of the University's Strategic Plan. Damon Sims provided a Title IX update; student emotional and mental health issues and the University's ability to address increases in patient numbers at Counseling and Psychological Services; and information about the fraternity and sorority life task force. Rob Pangborn's report, delivered by Damon Sims, provided updates on application increases, and increases in enrollment for the University's *Spend a Summer Day* event at University Park. Trustee Allie Goldstein provided a report on behalf of UPUA President Emily McDonald, including sexual assault violence prevention, mental health awareness, and the student legislative platform and lobbying efforts.

Vice-Provost for Academic Affairs, Blannie Bowen, provided an informational report on Penn State faculty. Topics included: faculty composition; the promotion and tenure process; annual evaluations; and shared governance. Finally, the Committee discussed the development of committee operating guidelines; conversations will continue over the course of future meetings. There were no action items presented to the Board.

B. Committee on Audit and Risk

Chairman Walt Rakowich reported that the Committee on Audit and Risk met on Thursday, September 17, with a quorum of the Committee present.

The Committee reviewed the roles and responsibilities matrix, as well as results from the committee self-assessment survey. They also reviewed and approved clarifications to their operating guidelines and received an update on the efforts of the risk subcommittee. University Controller Joseph Doncsecz and associates from the Deloitte team provided an update on the status of the external financial audit. Provost and Executive Vice President Nick Jones provided an update on information technology security. Daniel P. Heist, Director of Internal Audit, provided an update on the summary of internal audit reports; audit follow-up report; and the current fiscal year's audit plan status.

The Committee also met jointly with the Committee on Legal and Compliance. Information related to this meeting is included in the Committee on Legal and Compliance meeting report.

The Committee received an internal audit update in privileged executive session.

There were no action items presented to the Board.

C. Committee on Compensation

There was no public meeting of the Committee on Compensation.

D. Committee on Finance, Business and Capital Planning

Chairman Mark Dambly reported that the Committee on Finance, Business, and Capital Planning met on Thursday, September 17, with a quorum of the Committee present.

The Committee received the following items for information:

1. Information Items –
 - a) Fire Alarm Replacement at Various Buildings, University Park
 - b) Beaver Stadium Annual Maintenance, University Park
 - c) Core Campus Walkways, Penn State Brandywine
 - d) George T. Harrell Health Sciences Library Renovation, The Milton S. Hershey Medical Center
 - e) Naming of Rooms, Portions of Buildings, and Plazas
 - f) Status of Major Construction Programs and Borrowing
 - g) Capital Budget Request for Fiscal Year 2016-2017
 - h) Summary and Designation of Gifts Received by the University
2. Action Items –
 - a) Summary of Revised Funds
 - b) Summary and Acknowledgement of New Funds and Major Commitments

It was noted by Chair Dambly that Consent Agenda Item H, Appendix 2.6, from the Office of University Development for the Faculty Resource Line, listed an error in change year-to-date; it should have been noted as a negative \$3,725,027.

The Committee received reports on risk oversight regarding financial funding issues from external sources, and an Intercollegiate Athletics financial update from Sandy Barbour, Director of Intercollegiate Athletics.

Chair Dambly continued with his introductions of Agenda Items for consideration and approval. Agenda Item 2 proposed the appointment of non-university employees to the Penn State Investment Council. The Committee approved this resolution by unanimous vote.

Agenda Item 3 provided a review of the Long-Term Investment Pool as of June 30, 2015. David Branigan, Chief Executive Officer of the Office of Investment Management, presented this item.

Agenda Item 4 proposed the final plan approval and authorization to expend funds for the Morgan Academic Support Center for student athletes at University Park. The Committee approved this resolution by unanimous vote.

Agenda Item 5 proposed the final plan approval and authorization to expend funds for the Rural Student Center at Penn State York. The Committee approved this resolution by unanimous vote.

Agenda Item 6 proposed the lease to purchase the Penn Building at Penn State Altoona. The Committee approved this resolution by unanimous vote.

Agenda Item 7 proposed the approval to transfer control of the Milton S. Hershey Medical Center to Penn State Health. The Committee approved 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

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 Blake Gall, Edward R. Hintz, Jr., and Joseph B. Markovich, non-University employees, are appointed to the Penn State Investment Council for terms ending in 2018.

4. RESOLVED, That the final plans for the Morgan Academic Center for Student-Athletes, as designed by the team of PJ Dick of Pittsburgh, Pennsylvania, and Hoffman Leakey Architects of Boalsburg, Pennsylvania, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$7,200,000.

5. RESOLVED, That the final plans for the Ruhl Student Center, as designed by the team of Renaissance 3 Architects of Pittsburgh, Pennsylvania, and Moody Nolan of Columbus, Ohio, are approved.

FURTHER BE IT RESOLVED, That authorization to expend funds to accomplish the project is approved in the amount of \$13,500,000.

6. WHEREAS, The University has determined a replacement of the existing enterprise Learning Management System (LMS), i.e., ANGEL, at the University is necessary; and

WHEREAS, The University conducted an in-depth review of the various options to replace the existing LMS, including a needs assessment, cost/benefit analysis, and extensive pilots of several vendor solutions, and has concluded that a modern-day “Software-as-a-Service” technology solution will provide the greatest functionality, flexibility, and scalability to the University, in the shortest amount of time; and

WHEREAS, The implementation of the new LMS solution will require the University to acquire additional resources to assist in the planning and implementation of such solution;

RESOLVED, That the Officers of the University are authorized to purchase Instructure, Incorporated’s cloud-based LMS solution, Canvas, and such other ancillary technology services, as necessary to replace the existing LMS and are authorized to acquire additional resources to assist the University with the implementation of such new technology solution.

FURTHER BE IT RESOLVED, That authorization to award contracts and hire staff to complete the replacement of the existing LMS be approved at a total capital cost not to exceed \$10,300,000.

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..

7. RESOLVED, That transfer of the control of the corporation known as The Milton S. Hershey Medical Center (“Medical Center”) to Penn State Health is hereby authorized and approved, and the officers of the University and the board of directors of the Medical Center are hereby authorized to take such actions as are necessary to effectuate such transfer, subject to all necessary regulatory approvals and upon such terms and conditions and agreements as are deemed necessary by the officers of the University and Medical Center for the purposes and interests of the University.

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.

E. Committee on Governance and Long-Range Planning

Chairman Keith Eckel reported that the Committee on Governance and Long-Range Planning met Thursday, September 17, with a quorum of the Committee present.

The Committee discussed moving forward, it would be best practice for each Committee to have a set of operating guidelines that would help ensure each Committee is meeting its oversight responsibilities. Trustee Barbara Doran has led committee efforts on the development of a Board Assessment process. It is planned to set aside time during the January Board meeting for the assessment panel discussion. The Committee also discussed Board education, and the Trustee expense policy. Conversations on these items will be addressed at future meetings.

Trustee Betsy Huber reported on the work of the Committee sub-group that was charged with the review of service records for emeriti considerations. Following a series of sub-group discussions, six individuals were identified, and of those six, three individuals declined consideration at this time; it was noted that in recently adopted modifications to the *Standing Orders*, the language does not preclude any individual from being considered in the future who meets the qualifications for emeriti status.

The Committee on Governance and Long-Range Planning, by a vote of 6 to 1, recommended to the Board of Trustees that former Trustees Marianne Alexander, Carl Shaffer and Linda Strumpf, be granted emeriti status. Following discussion of the recommendation, Chairman Masser requested a roll-call vote.

A motion to approve the foregoing recommendation by Committee on Governance and Long-Range Planning was made and seconded and approved by the Board, with 26 Trustees voting in favor of the motion (Trustees Benson; Casey; Cotner; Dambly; Dandrea; Doran; Dunn; Eckel; Fenza; Goldstein; Han; Harpster; Hoffman; Huber; Lubert; Masser; McCombie; Metaxas; Potts; Rakowich; Redding; Rivera; Rucci; Salvino; Schneider; and Schuyler), and five Trustees voting against the motion (Trustees Brown; Lord; Lubrano; Oldsey; and Tribeck). Two Trustees (Jubelirer and Pope) abstained from voting on the motion.

F. Committee on Legal and Compliance

Rick Dandrea, Chairman of the Committee on Legal and Compliance, reported that the Committee met on Thursday, September 17, with a quorum of the Committee present.

The Legal and Compliance Committee considered the annual application for the University's off-premises catering license for the Nittany Lion Inn. By a unanimous vote, the Committee recommended approval of this item. Director of Ethics and Compliance, Regis Becker, provided the Committee with an updated version of the University Compliance Plan, and the retention of a new Ethics Hotline service provider. Athletics Integrity Officer, Julie Del Giorno, addressed the newly adopted Big Ten conference standards for safeguarding institutional governance of intercollegiate athletics. Associate General Counsels Michael Brignati, Jennifer Eck, and Jenn Jacobs discussed their practice areas, including issues related to contracts, purchasing, finance, tech transfer, and several other focus areas.

The Committee met in joint session with the Committee on Audit and Risk. Following an informational item on the acknowledgement of a code of ethics, a discussion of the risk topic, *Compliance with Federal Rules Affecting the University's Ability to Receive Federal Funds*, led by Cindy Heaton, Senior Manager for Student Aid Compliance led that discussion. Also, Sandy Weaver, Youth Protection Officer led a discussion on the risk topic of *Minors on Campus*. Finally Dan Heist and Regis Becker provided information on the hotline administration.

The Committee on Legal and Compliance recommended that the Board of Trustees approve the following resolutions:

1. WHEREAS, The Pennsylvania State University owns and controls liquor license H-4730 issued by the Pennsylvania Liquor Control Board for use at the Nittany Lion Inn; and

WHEREAS, The Pennsylvania Liquor Code authorizes the Pennsylvania Liquor Control Board to issue Off-Premises Catering Permits to holders of a hotel liquor license to sell, subject to certain conditions, alcoholic beverages at places other than the locations where the licenses are located; and

WHEREAS, The Pennsylvania State University desires that all service of alcoholic beverages at authorized events sponsored by the various clients, colleges and departments be done in full compliance with law employing the highest standards of care by beverage professionals.

THEREFORE BE IT RESOLVED, That an application for an Off-Premises Catering Permit be filed with the Pennsylvania Liquor Control Board on behalf of the Nittany Lion Inn; and

BE IT FURTHER RESOLVED, That David J. Gray, Senior Vice President for Finance & Business/Treasurer and/or Joseph J. Doncsecz, Corporate Controller, or any appropriate designee(s), is/are authorized to execute the application and any other papers required by the Pennsylvania Liquor Control Board, and to take such other actions as may be required in connection with the application.

A motion to approve the foregoing resolutions as recommended by the Committee on Legal and Compliance was made and seconded and approved by the Board.

G. Committee on Outreach, Development and Community Relations

Ryan McCombie, Chairman of the Committee on Outreach, Development and Community Relations, reported that the Committee met Thursday, September 17, with a quorum of the Committee present.

The Committee received a report from Michael Degenhart and Keith Cook from the Office of the Gift Planning providing information about securing new Bequest Expectancies in the next campaign which spotlights the potential to double the number of new members in our planned giving recognition group, the Atherton Society. New print and web resources will be utilized, with strategic campaigns to target 13,000 individuals as 'most likely to make a planned gift' during the next campaign.

The Committee heard from Mike DiRaimo, Vice President for Governmental Affairs, who provided an update on state and federal matters, including the ongoing budget stalemate in Harrisburg, and preparations for the Military Appreciation football game on October 3 against Army. Margaret Gray, Director of Local Government and Community Relations, reported on the establishment and activities of her office, which is a dedicated University resource to promote and support strategic and coordinated engagement with local governments and community organizations.

Craig Weidemann reported that Penn State opened its first on-base military classroom at the Marine Corps Recruitment Depot in San Diego in August. World Campus is also working with the U.S. Army Sergeants Major Academy to deliver a Master of Education in Adult Education to twenty senior enlisted soldiers. Craig also reported that on September 2, the *Penn State Center – Engaging Pittsburgh* celebrated its grand opening of its location in the Energy Innovation Center. This hub for engaged scholarship and applied research that will connect the University, across colleges and campuses, to the Pittsburgh community.

Alumni Association President Kevin Steele provided insight into the Association's strategic plan goals focusing on diversity and inclusion of underrepresented populations, particularly related to executive board composition and award recognition programs. Kevin also reported that 19 accomplished alumni will be honored on October 21 with the lifelong title of Alumni Fellow, which is the Association's highest individual award. The search for the next Association's chief executive officer is continuing, led by Rod Kirsch, with finalists to be interviewed this fall.

Lawrence Lokman shared Strategic Communications priorities for this fiscal year, including efforts to increase media placements in major media, expanded focus on branding, communicating the progress of President Barron's key initiatives, and establishing bench line measures of progress for Strategic Communications. Their office is launching an effort for the spring to increase marketing communications specific to research accomplishments to support our reputation for quality and our fundraising priorities.

There were no action items presented to the Board.

Election of Directors of The Corporation for Penn State

The Board of Trustees voted to approve the following resolution:

RESOLVED, That the following persons be elected to the Board of Directors of
The Corporation for Penn State:

| | |
|---------------------|-------------------|
| Eric J. Barron | Nicholas P. Jones |
| Kathleen L. Casey | Keith E. Masser |
| Mark H. Dambly | Daniel S. Mead |
| Keith W. Eckel | William F. Oldsey |
| David J. Gray | Paul H. Silvis |
| A. Craig Hillemeier | |

Announcements by the Chairman of the Board of Trustees

Chair Masser called for other matters to come before the Board. There being none, the meeting was adjourned at 3:11 p.m.

The meeting is available in its entirety at <https://www.youtube.com/watch?v=W6mGL6gf6d4>

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

September 18, 2015

“On July 1 of 2016, Penn State intends to launch its next capital campaign. If we look at the campaign goals for the For the Future campaign, what you see is a group of topics, student opportunity, honors, the student experience, faculty strength and capacity, fostering discovery and creativity, and sustaining a tradition of quality. And many times in capital campaigns you have a focus on quality as a way to collect a lot of different activities that departments and colleges and campuses would like to accomplish. We have an interesting situation this cycle because the timing of the capital campaign coincides with the completion of a Strategic Plan that sets the stage for the next five or six years. This gives us an opportunity rather than having a bin that is faculty excellence, it gives us an opportunity to contemplate having themes that are directly associated with our Strategic Plan. And with the University imperatives that we have been discussion just about every single meeting in the last year.

“Now the interesting thing about it is, if we do this well, perhaps we will connect with donors at a very different level. Because we will be talking about solving problems. We'll be thinking about challenges and innovations and how this institution lines up with a mission of the Commonwealth and the nation and the world. It also has one other potential advantage if we think about this, and that is that it distinguishes itself from the last capital campaign. What you're watching on the national landscape is that campaigns are getting longer, and the time between them is getting shorter. Johns Hopkins had zero time. Campaign ended, campaign started. And so it's important that donors see that what you're focusing your campaign on is different than the campaign that just ended. So, this is the idea to see whether or not we should be more thematic in our campaign. So is this distinctive enough? Is it workable? And to get to that end and answer that question, what we worked on is writing a kind of engaging, we hope, lead sentence or sentences, and testing whether this would appeal to a donor or not. And we can't pick every part of the Strategic Plan. We have to pick just particular parts of it. Because the Strategic Plan has to be comprehensive for the University, and a campaign is likely to be more focused.

“The other question we have to ask ourselves is if we pick a theme, will that be engaging enough to work for a Dean and a department head and a Chancellor and a University President. Because it's easy to say faculty excellence and have everybody say okay, I fundraise within that topic. So will that engaging sentence also get the support of those that will be out fundraising? I'm going to try this on you. What I did is I went through the Strategic Plan of the University. And that is in an editing phase now. And the concepts are there and are well articulated. And I picked a group of topics that I thought might have appeal. So the first one I have on this list is global engagement. Penn State will take its place as a truly global University advantaging our students through a global view. Creating global learners and ensuring that our expertise in solving problems and enhancing the quality of life as a global reach. This is increasingly the interests of many faculty, many departments, many colleges and campuses. That the problems we address are global. And increasingly we have become not only a great state University, a great national University, but a great University in the world. And so you can think about what the possibilities are for fundraising on this topic. We have a global engagement network, partnerships with other universities that could be enhanced, that provide research opportunities. They provide opportunities for our students. I sat down with students at three different campuses in Germany in the early part of the spring, all managing to have a much greater experience because of this opportunity. We have a school for international affairs. We have a center for global studies. You can imagine working together scholarships for study abroad and embedding course travel for our students. And incidentally you may remember when I was talking about student engagement that we have one of the largest numbers of students in the Big Ten studying abroad, having a study abroad experience. But we have one of the lowest percentages of students that are studying abroad. We can brag about our number, but really we

should be looking at what the opportunity is. All sorts of programs might expand opportunities for students for engaged scholarship and to develop a true worldview. It's amazing how many students will describe that study abroad experience is a truly transformative one. Faculty fellowships in order to have those opportunities to work with colleagues and on problems across the world. And we might also imagine that we would be attracting scholars from all over the world who would come here and spend a year. So some opportunity for, an opportunity for fundraising.

"Okay a second one. We will build upon our growing reputation in the arts and Humanities by establishing Penn State as a cultural destination. And by establishing it as a cultural destination, we will strengthen the programs. We'll have many more opportunities for our students. And we will add a great deal of vitality to our communities. This is an area of strength, and it's an area we also know that we could accomplish a great deal. So you can think about this: Institute for Arts and Humanities; Center for Performing Arts; the Palmer Art Museum; the Richard Civil War Center. We could make quite a list of those activities that would be enhanced by such a fundraising activity. And there's a lot we may contemplate. Can we contemplate arts and the arboretum as part of a cultural destination? Can we look at multipurpose arts facilities on Penn State campuses? What should we thinking about in terms of outreach by liberal arts and architecture faculty? Other opportunities for new courses that integrate humanities and arts with man other disciplines. I had an art educator on my TV show a couple of days ago. And one of the topics was the degree to which arts are integrating with so many different disciplines and what great opportunity there is. Student scholarships, visiting scholar programs. All these things take what we have to a different level.

"Okay, next one. Penn State proposes to bring together the power of multiple colleges and programs to create a holistic approach to individual and population health. We will harness Penn State's formidable capabilities to become a leader in improving health and well-being. I want you to think about this in a lot of different ways. One is we've been talking about the merger and the growth of Penn State health. We've been talking about how the opportunities and the transition in this nation are more focused on personalized and population health of which this institution intends to be a participant. The opportunities there for research and for delivering a higher quality healthcare are enormous. So this is a natural thing to be thinking about. But now add that to the fact that we have a very strong program in health and human development, a growing program in nursing, very high quality, a life sciences institute, and all sorts of activities for which today we're working to have all those units working together so we can create something much more powerful. Institutions of our size, \$800 million in research expenditures. And incidentally, we just completed our fifth year in a row of over \$800 million in research expenditures. Institutions of that magnitude typically have 3 to 400 million that is focused on health with funding from the National Institutes for Health. We're in the neighborhood of 100. This is an area of huge potential growth and huge opportunity, not just from research and education but also in terms of attracting research grants. So it's a natural one for us to explore as this institution sets a path for not \$800 million in external research but to be in that rare era of more than a billion dollars in research expenditures per year. We have opportunities here in Clinical and Translational Science Institute, the Huck Institute for Life Sciences, a very important component here. There's a tremendous social science component to this story of population and personalized health, so the Social Science Research Institute comes to play. We're exploring areas of telemedicine, personalized medicine research funding. Endowed positions that would completely transform the landscape in this phase. And an enormous number of potential topics that cross health and human development, Hershey Medical Center, nursing and life sciences.

"The next one here, water, energy and food security, I want to define that for a minute. Because a lot of people talk about sustainability. A lot of people talk about managing human resources. I like thinking about this in terms of water, energy and food security. And here's the idea. Can we ensure for the 21st century that energy is abundant? That it's affordable? That we're using it efficiently? And that we're making sure that we minimize any negative impact? And therefore we ensure that as humans we're successful on this planet? Can you look at food from the viewpoint of whether that food is abundant? Whether it's affordable? And whether or not it's safe? So this notion of water, energy and food security

becomes a powerful component of how we think about managing natural resources. So it presents some of the most enduring, pressing and also interesting problems that we face in society. Amazing, we have an amazing breadth and depth in these areas that aren't yet all brought together to create something that's comprehensible and work on sustainable solutions. And we can increase our efforts in this area and have something substantial. I'd like to be able to look people in the eye and say, Penn State is the energy University in this country. We're already very close. This University is the University for food security. This is a University where you go where all of the facets of water and its importance to society come to bear. A lot of opportunities here. We have an Institute for Energy and Environment. We've established an Institute for Natural Gas Research. It's a natural for this institution. We have a Sustainability Institute. We have the potential to create an energy institute at a completely different level in the University. A Food Safety Institute. But you get the idea. Can you bring the full power of this University and all these different disciplines to become the University when it comes to what is managing the resources, but I prefer food energy and water security.

"Invent Penn State. This one should be no stranger. It's probably the most engaging sentence that I wrote. And the reason is because it's been presented so many different times and been adjusted by so many wise people that it flows off the tongue much more easily. But our objective is to leverage the powerful research and create invention that is Penn State to drive job creation, promote economic development, and ensure student career success. *Invent Penn State* is really moving at an incredible rate. You can see that we have a logo there, *Invent Penn State*, that starts to bring attention to what we're doing. We've launched a large number of initiatives at Commonwealth campuses and here. And this is an opportunity also to raise funds. We have Entrepreneurship Centers at different campuses that provide opportunities. We have areas that help in small, in kick starting ideas. And helping develop small businesses. We have a career center at University Park and on other campuses that are extremely important. I'll just give you an idea here, and I think it's in your notes. We just had probably the most successful career fair for the fall in our history. More than 10,000 students, an all-time record, several thousand interviews, and we beat last year's number of companies I think by 47. And they're here taking back resumes and hiring our students. And extremely powerful message that comes from this University, but there's an opportunity to do even more. We could think about startup grants for new businesses, created through public/private partnerships. Entrepreneurial boot camps, endowed positions for entrepreneurs and residents, innovative investment funds to help support new companies. There was a time in which this institution decided to have a trading room. And before that time, we were not competitive on Wall Street. We created that trading room. Our students invest real dollars. They're expected to be successful. That money is there because of donors, and now we're a force on Wall Street. Imagine if we did the same thing for venture capital, and our students had the opportunity with the guidance of our faculty to be investing in companies and watching that success. Do we transform student opportunity and entrepreneurship?

"Access and affordability, as you know, is one of my top objectives in this University. And I wrote this, we aspire to be a truly great public. And I think access and affordability defines what a truly great public is as one that ensures access and then delivers an affordable work class education for capable, hardworking students, regardless of the heritage, individual characteristics or financial well-being. We have an astounding completion rate from a world class University. But we have got a group of students that we need to invest in, because they're financially disadvantaged. They borrow too much money. They drop out, or they take five or six years to graduate. Borrow too much. Work in a minimum wage job. Taking not enough credits to graduate. And if they graduate, it costs them more for that education than a typical student by a year or two. And we all know that the largest tuition increase you can imagine is to go year five or year six. This requires considerable investment. Again, we are branding it the most important first order way to create an institution that's accessed, that promotes access and affordability is to graduate in four or less. That is the way to define access and affordability. And here we have plan four, Penn State as a branding for this second opportunity.

“And now you can start to imagine all sorts of things that we might raise money for. Trustee matching scholarship program. Opportunities in the world campus for students. Millennium scholars program takes diverse students and sets them off on a path to get a PhD. Very successful. Right now we're partnering with UMBC, and UNC Chapel Hill to see if we can put together a group of 160 of these very high performing students, very diverse population, on their way to a PhD. So we look at a PhD as a place where you go. You look at Penn State as a place you go if you want to get your PhD. There were a lot of other possibilities. So suppose this. Suppose a donor is sitting there saying, you know, you graduating in four is extremely important. And I'd like to give you a free course. I'm going to do it four years in a row. Not a big endowment. Not a lot of money. Powerful message to the student. Keep your foot on the gas. Graduate in four. I'm going to give you a free course. I'm going to do it each summer. You work. You can go home. This one's online. We're not interrupting anything. And I just set you up with 12 extra credits. Put your foot on the gas. Finish. But imagine a letter coming from the donor to the student. You graduating on time is extremely important because I know how bright and hardworking you are. I'm going to give you a free course. It might be a very interesting message to sit there and try for our student. Okay emergency assistance and completion funds. Amazing how many times that comes up. Scholarships encouraging student leadership engagement, because we know if the student is engaged they do better. Digital innovation. Some people are a little worried about this one because they're a little bit worried that if someone might be 80 years old and are thinking about their estate plans for Penn State, that digital innovation may not be the thing that they're thinking about. But here are the ideas. The potential for technology to transform education, enable research, and serve communities haven't realized it yet. We've come a long way, but we haven't realized what the potential is.

“Penn State intends to be a leader in how we prepare students to succeed in the digital age, to how we use digital tools and technologies to empower research to serve the world's problems. Okay, so, is that the Krause Innovation Studio in the College of Education? A Center for Big Data and Analytics Discovery that is an informatics, discovery informatics that is starting? The School of Electrical Engineering and Computer Science in terms of capabilities. Is this new collaborations and programs in cyber security? We all know how incredibly important that is today. Is this innovation funds for digital teaching and learning? Is this digital literacy outreach in the state of Pennsylvania? This theme is intended to capture the breadth of all those other wonderful things our alumni would like to do for this institution. Excellence truly is the very foundation of Penn State's success in learning, discovery and innovation. And we have to continue to foster that level of excellence required to inspire achievers and improve lives that benefit the world. I tell people, when you go stand in front of a water fountain, nobody will ever ask you how good Penn State was when you were there. It will only be how good Penn State is today. We owe to 650,000 alumni that Penn State is always a great institution, because no one's going to go back and check what it was like when they were a student. We have an obligation to ensure that it's excellent every year.

“But think of all the opportunities that would fit within this. Some directed and some that fit within any college department or campus. Excellence in teaching. Presidential Leadership Academy opportunities. Rock Ethics Institute. Endowed faculty positions. Seed funds for high risk high payoff research. Undergraduate research. Facilities and scholarships in athletics. Many, many different opportunities. Eight may be too many. We need to call them. We need to improve them. We need to test market them. We're doing that today. We're setting the stage for that next capital campaign and making, asking you to think carefully about an institution that moves towards a theme as opposed to a topic like faculty excellence. We're going to use lead sentences to build our case statements. Our objective is to do that by December. I say that for my part. Rod has a timeline that has about nine or ten checkpoints on it. And so December isn't any of them, but this is sort of my brain wanting to be ready at that particular point. There's another interesting thing here. Longer campaign, shorter time interval between, that's becoming the national standard. We're actually proposing to you an alternative. I can sit there and say, you know, food security is incredibly important in this nation. We're wondering about GMOs. People are worried about that pest that's coming in there. People are worried about an avian flu. Everybody is worried about these particular topics. The importance of an abundance of food, that's incredibly important. Over the next

ten years I'm going to raise money for that issue. Or we can sit there and say this is a priority today. And we need to have those funds to be successful. And we need to set that up in a much shorter period of time. And so we're putting together a proposal that the capital campaign actually match, unlike any other institution, the Strategic Plan of the institution. That we want to raise money for those areas for which our constituents and our faculty want to be next year and the year after that. And the Strategic Plan will evolve. But this is a very different model to go thematic and do it at the time scale of a Strategic Plan and setting instead of sending a campaign for ten years, okay. *Invent Penn State*. Plan for four, okay. These are the types of things that fit into a campaign for which you had a sense of urgency. But there is one thing that you'll have to give up. The super big number. A lot of the idea between a capital campaign that goes ten years is so that I can announce to you a really big campaign goal. Is it important to have that sort of sense of ego for that really big number? Or would we like to send the message that there's an urgency about creating excellence at this institution in areas like energy security, food security, water security, access and affordability for our students, and opportunity to get a global view. That's really the step that we're talking about. My bet is everybody else will follow us. Well, we'll see. It might take them a while.

"I just want you to know, I asked all the Deans and Chancellors, you can vote for five. The lowest vote was 16. That's a statement right there that those themes appeal broadly to individuals. Global engagement and access and affordability were the highest objectives of the leadership of this University. Both from a campus and from the viewpoint of a Dean. From the viewpoint of upper administration. Water, energy and food security and *Invent Penn State* were the next on the list as the highest priority for the leadership of this institution. The other thing that I found quite fascinating is that the rank order that the Chancellors provided was the same rank order that the Deans provided. The Chancellors put in *Invent Penn State* slightly higher. This is also a very interesting message because it suggests that at every single level, at every campus and at every college, access and affordability comes to the top of the list. Adding a global reach to this University goes to the top of the list. Ensuring the student career success and having this University promote economic development goes to the top of the list. I think that is personally quite a statement, okay. That concludes my report. Mr. Chairman, you can expect that we will refine these. We'll seek your input. Please let us know. But this is right now the design for the capital campaign that we, that beginning part of the design of a capital campaign that we will launch July 1.

"Thank you."

Potential Campaign Themes

President's Report to the Board of Trustees

September 18, 2015



PennState

***FOR THE FUTURE* Campaign Goals**

- Ensuring Student Opportunity
- Enhancing Honors Education
- Enriching the Student Experience
- Building Faculty Strength and Capacity
- Fostering Discovery and Creativity
- Sustaining a Tradition of Quality



Power of Confluence of Strategic Plan and Campaign

- Consider themes directly related to strategic plan and university “imperatives”
- Connect with donors on a different level—issues, challenges, innovation—alignment with the mission of serving the Commonwealth, nation and world
- Create clear distinction from the prior campaign (more important as timing between campaigns shorten)



First Steps

- Assess whether a thematic approach to the campaign is distinctive and workable
- Write an engaging lead “sentence” with the potential to draw in donors (likely not every part of the strategic plan)
- Write an engaging lead sentence that supports fundraising at multiple levels—university, college, campus, department, program



Global Engagement

Penn State will take its place as a truly global university, advantaging our students through a global view, creating global leaders, and ensuring that our expertise in solving problems and enhancing the quality of life has a global reach.



Global Engagement

Examples of current initiatives and program/philanthropic opportunities:

- Global Engagement Network
- School for International Affairs
- Center for Global Studies



Global Engagement

Other potential areas for investment:

- Scholarships supporting study abroad and embedded course travel
- Student programs to expand engaged scholarship opportunities, here and abroad
- Faculty fellowships to facilitate global research and education partnerships
- Visiting scholar programs



Penn State as a Cultural Destination/Cultural Literacy

We will build upon our growing reputation in the arts and humanities by establishing Penn State as a cultural destination, thereby strengthening our programs, providing exceptional opportunities for our students, and adding vitality to our communities.



Penn State as a Cultural Destination/Cultural Literacy

Examples of current initiatives and program/philanthropic opportunities:

- Institute for the Arts and Humanities
- Center for the Performing Arts
- Palmer Museum of Art
- Richards Civil War Era Center



Penn State as a Cultural Destination/Cultural Literacy

Other potential areas for investment:

- Arts and Arboretum as a cultural destination
- Multipurpose arts facilities at Penn State campuses
- Community outreach partnerships led by Liberal Arts and Arts & Architecture faculty
- New courses and curricula that integrate humanities and the arts with other fields
- Student scholarships
- Visiting scholars program



Population Health/Personalized Health

Penn State proposes to bring together the power of multiple colleges and programs to create a holistic approach to individual and population health. We will harness Penn State's formidable capabilities to become a leader in improving health and well-being.



Population Health/Personalized Health

Examples of current initiatives and program/philanthropic opportunities:

- Clinical and Translational Science Institute
- Huck Institutes of the Life Sciences
- Social Science Research Institute



Population Health/Personalized Health

Other potential areas for investment:

- Telemedicine network
- Personalized medicine research funding and endowed positions
- Interdisciplinary graduate/post-graduate programs and fellowships



Sustainability and Human Security

Water, energy and food security present some of the most enduring and pressing problems facing society. Penn State has the breadth and depth necessary to create comprehensive and sustainable solutions, and we intend to become “the” university in managing and stewarding our most important resources.



Sustainability and Human Security

Examples of current initiatives and program/philanthropic opportunities:

- Institutes of Energy and the Environment
- Institute for Natural Gas Research
- Sustainability Institute



Sustainability and Human Security

Other potential areas for investment:

- A new Energy Institute leveraging comprehensive strengths
- A Food Safety Institute



Invent Penn State

Our objective is to leverage the powerful research and creative engine that is Penn State to drive job creation, promote economic development, and ensure student career success.



PennState

Invent Penn State

Examples of current initiatives and program/philanthropic opportunities:

- Entrepreneurship centers at Altoona, York, Harrisburg and Erie
- Innoblue, PennTAP and Small Business Development Center
- Career centers at University Park and other campuses



Invent Penn State

Other potential areas for investment:

- Start-up grants for new businesses created through Penn State/public partnerships
- Entrepreneurial “boot camps” across the Commonwealth
- Endowed positions for entrepreneurs-in-residence and other faculty
- Innovative investment funds to promote new companies



Access and Affordability

We aspire to be a truly great university—one that ensures access and then delivers an affordable world-class education for capable, hard-working students, regardless of their heritage, individual characteristics, or financial well-being.



Access and Affordability

Examples of current initiatives and program/philanthropic opportunities:

- Trustee Matching Scholarship Program
- The World Campus
- Millennium Scholars Program



Access and Affordability

Other potential areas for investment:

- New/reimagined scholarship matching program(s) for students taking World Campus courses
- Emergency assistance/completion funds to keep students on track to graduation
- Scholarships encouraging student leadership and engagement



Digital Innovation

The potential for technology to transform education, enable research and serve communities is far from realized. Penn State intends to be a leader in how we prepare students to succeed in the digital age to how we use digital tools and technologies to empower research to solve the world's most pressing challenges.



Digital Innovation

Examples of current initiatives and program/philanthropic opportunities:

- Krause Innovation Studio in the College of Education
- Center for Big Data Analytics and Discovery Informatics
- School of Electrical Engineering and Computer Science



Digital Innovation

Other potential areas for investment:

- New curricula and collaborations in fields such as cybersecurity
- Innovation funds for digital teaching and learning
- Digital literacy outreach programs in PA communities



Discovery, Excellence and Community

Excellence is the very foundation of Penn State's success in learning, discovery, and innovation. We must always foster the level of excellence required to inspire achievers to improve lives and benefit the world.

Broad theme that enables colleges, campuses and institutes to have leeway in fundraising for a broad set of specific objectives



PennState

Discovery, Excellence and Community

Examples of current initiatives and program/philanthropic opportunities:

- Schreyer Institute for Teaching Excellence
- Presidential Leadership Academy
- Rock Ethics Institute



Discovery, Excellence and Community

Other potential areas for investment:

- Endowed faculty positions in areas of existing strength
- Seed funds for high-risk, high-payoff research
- Undergraduate research
- Facilities and scholarships in athletics



Next Steps

- Eight is too many
- Cull, alter, improve
- Use lead sentence to build case statements
- Objective—full set by December



Next Steps

- Longer campaign/shorter interval between campaigns is becoming a national standard
- Alternative—campaign length (6 years) that matches the length of a strategic plan and the tenure of leadership
- Thematic focus becomes more important (For example, branding the particular parts such as *Invent Penn State* and *Plan 4*, our new theme for the Access and Affordability initiatives)



Views from Academic Leadership (vote for 5)

- Lowest vote total for any theme was 16
- Global Engagement and Access and Affordability ranked highest
- Water, Energy and Food Security and Invent Penn State were next
- Chancellors and Deans had same priorities, with the exception that Chancellors ranked Invent Penn State higher



Discussion Questions?



Remarks from Provost and Executive Vice President Nicholas P. Jones

Meeting of the Penn State Board of Trustees, University Park

September 18, 2015

“Good afternoon. In working with the University Strategic Planning Council to finalize the content of Penn State’s new strategic plan, I’ve realized that the effort has extraordinary meaning and relevance not just in terms of framing our plans for the next five years, but also in continuing to support the University’s land-grant mission. Whether the plan’s foundational principles, thematic areas of focus, supporting strategies, and over-arching goals are entirely new or evolutions of prior work and thought leadership, they still clearly align with what Penn State strives to do as a land-grant institution.

“Today I want to explain how our longtime land-grant mission informs and emboldens our new strategic plan – in part because some may think that mission lacks contemporary relevance, *and* because some may still find the concept a little nebulous. What does it mean, exactly, to be a land-grant institution? In the context of the burgeoning technological advances of the 21st century, why should we care about, much less support and sustain, a land-grant mission? For starters, I should mention that the list of land-grant universities is longer than you might think. You know Penn State is one, and most other Big Ten schools also are land-grant institutions. But did you know that the Universities of Guam, Hawaii, Massachusetts, and the District of Columbia are, as well?

There is at least one land-grant institution in every U.S. state and territory. It’s a select but robust list of many excellent universities that focus, like Penn State, on the pillars of teaching, research, and service. I should also mention that, after having spent about two years at Penn State, one of my biggest surprises has been the extent to which people – from faculty and staff to current students and alumni – really believe in our land-grant mission. They fundamentally understand what it is and why it matters, and it’s a source of great pride. I’ve even had job candidates mention it as a reason they wanted to work at Penn State! According to the Association of Public and Land-Grant Universities, a land-grant college or university is an institution that has been designated by its state legislature or Congress to receive the benefits of the Morrill Acts of 1862 and 1890. The original missions of these institutions, as set forth in the first Morrill Act of 1862, was to teach agriculture, military tactics, and the mechanic arts, as well as classical studies, so that members of the working classes could obtain a liberal, practical education. Over time, land-grant status has implied several types of federal support. The first Morrill Act provided grants in the form of federal lands to each state for the establishment of a public institution to fulfill the act’s provisions. At various times, money was appropriated through legislation such as the second Morrill Act of 1890 and the Bankhead-Jones Act, although the funding provisions of those acts are no longer in effect.

“A key component of the land-grant system is the agricultural experiment station program created by the Hatch Act of 1887. The act authorized direct payment of federal grant funds to each state to establish an agricultural experiment station in connection with the land-grant institution there. The amount of this appropriation varies from year to year, and a large portion of the federal funds must be matched by the state. To disseminate information gleaned from research at the experiment stations, the Smith-Lever Act of 1914 created a Cooperative Extension Service associated with each land-grant institution. This act authorized ongoing federal support for extension services and requires states to provide matching money in order to receive the federal funds. Passage of the first Morrill Act reflected a growing demand for agricultural and technical education in the United States. While several institutions had begun to expand upon the traditional classical curriculum, higher education was still widely unavailable to many agricultural and industrial workers. The first act was intended to provide a broad segment of the population with a practical education that had direct relevance to their daily lives. The second Morrill Act sought to extend access to higher education by providing additional endowments for all land-grants, but prohibiting distribution of money to states that made distinctions of race in admissions. However, states that provided a separate land-grant institution for black students were eligible to receive the funds.

“The Commonwealth chartered Penn State 160 years ago to bring modern science to bear in making agriculture more productive and efficient. Penn State admitted its first class in 1859, and the General Assembly three years later designated Penn State the commonwealth’s sole land-grant institution. As we perhaps should remind our current crop of learners, in those early years, Penn State students attended school from February to December without a break, performed three hours of manual labor every day, and ate in a building that students described as ‘a shanty behind Old Main.’ In the 1880s, under President George Atherton, the institution expanded its curriculum, and programs in engineering, the sciences, and the liberal arts were developed. In the early 1900s, we introduced cooperative extension and other forms of outreach programming. Penn State Extension is an educational network that gives people in Pennsylvania’s 67 counties access to the University’s resources and expertise. It helps individuals, families, businesses, and communities throughout Pennsylvania with information and educational programs designed to support productive, profitable, and competitive businesses and a strong agriculture and food system. It also strengthens families; sustains caring, safe, and healthy communities; and ensures the long-term vitality of Pennsylvania’s natural resources. Other significant developments around this time included formation of the Graduate School in 1922 and the establishment of campuses beyond University Park beginning in the 1930s, locations we now call our Commonwealth Campuses. The College of Medicine and teaching hospital were established in 1967 with a gift from the charitable trusts of Milton S. Hershey. In recent years, Penn State has joined forces with or developed Penn College, the Penn State Dickinson Schools of Law, and the rapidly growing online World Campus.

“So, clearly, we’ve come a *long* way since the days of the ‘shanty behind Old Main.’ Yet, in 2015, it is worth noting that Penn State remains the Commonwealth of Pennsylvania’s only land-grant institution. What does that actually mean *today* – for our faculty, students, and anyone else engaged with the University? And how is it relevant to our new strategic plan, which will take us through 2020, and to the university as a whole in the decades that follow? The world is a much more complex place than it was in the 1860s. The land-grant mission and the perceived need for it emerged during a time of widely different social contexts, financial and intellectual resources, and national priorities. Now, Penn State is charged with adhere to that mission in a contemporary, global context, with students, faculty and staff engaged in research, teaching, and service initiatives increasingly driven by technology and not constrained by state or even national boundaries. Ultimately, the land-grant mission itself has not changed with time, but its intended impact has. The land-grant legacy emphasizing educational access, research, and outreach remains. But given societal shifts, demographic changes, enhanced technologies, and global connections, the mission today is also about having simultaneous local, national and global impact in a broad range of areas.

“In a blog post earlier this year, Christian Brady, Dean of the Schreyer Honors College, wrote that, ‘Dairy is still a key industry in Pennsylvania, but our University and our graduates are very much in a global market. For the last several years, 10 percent of our incoming students at University Park campus have been international students. Some of our strongest programs located within Agricultural Sciences are international in breadth and focus – and this is, of course, true across the University. The practical skills needed today include exposure and fluency in crossing cultures. Sometimes that is just across campus.’ In addition, Craig Weidemann, Penn State’s Vice President for Outreach and Vice Provost for Online Education, shared some thoughts with the Board on this topic in 2010 that still resonate today. He said, ‘Penn State Outreach serves a central role in the University’s land-grant mission to provide teaching, research and public service to the Commonwealth and beyond. Whether it’s helping adult learners transform their careers through continuing and online education, or leveraging Penn State research to confront national and international issues, like childhood obesity and environmental sustainability, outreach is serving and will continue to serve as the University’s vanguard in providing solutions.’

Our colleagues across higher education share Penn State’s keen engagement with the land-grant mission in a 21st century context. Shane Burgess, Vice Provost and Dean of the College of Agriculture and Life Sciences at the University of Arizona, suggests that today’s land-grant mission is about ‘delivering new knowledge for a new economy, based in social, environmental and economic resilience.’ Today, he says, the emphasis is on developing a well-educated populace through access to higher education and having relevance and impact throughout the generation, sharing and applying new knowledge in ways that are locally relevant, but that can also have national and global impact. Christine Geith, the Assistant Provost and Executive Director of MSUglobal at Michigan State since 2001, recently

wrote that, 'Land-grant universities share a core set of ideals. These include making high-quality education accessible, developing research and technological innovations that address the public good, and infusing contributions to solving the world's grand challenges into the student experience. These ideals, are becoming even more important as the higher education landscape changes dramatically. As our industry becomes increasingly fixed on online delivery and innovative program design that meets short-term goals, making sure programming is also staying true to the land-grant mission is critical. Some institutions are setting up units, or have already, that help their institutions adopt innovations while staying true to their roots.' Christine's and others' expert thoughts on land-grant universities in the modern era are spot on – and I'm thrilled because our ongoing work and our forthcoming strategic plan align quite well with this evolved outlook and approach. Penn State's Strategic Plan for 2016-2010, tentatively titled "A Commitment to Impact," represents our blueprint for the future – articulating not only our institution's mission, vision and values, but also its foundational principles, imperatives, and strategic priorities that will enable Penn State to continue to thrive. It also reveals how Penn State will continue to have positive impacts not only in this Commonwealth, but also throughout the United States and worldwide. Embedded throughout the plan are references to the importance of our land-grant mission, and how our plan not only supports it, but evolves it to engender new, positive social impacts.

"The plan highlights five thematic priorities: Transforming Education; Elevating the Arts and Humanities; Enhancing Health; Managing Resources; and Leveraging Cyberculture. Each represents a breadth and depth of expertise and interest across multiple Penn State units where the University is uniquely positioned, with strategic investment of resources, for profound and measurable impacts. The themes intersect unit plans and draw from the human capital, infrastructure, and programs they represent. They also leverage collective energy and resources to enable a previously unimaginable Penn State impact. A brief look at the priorities reveals how the land-grant mission is integral to and interwoven through all five themes.

"By 'Transforming Education,' Penn State will be a leader in the evolution of and access to a comprehensive and useful higher education, encompassing topics such as climate change; food, water, and cyber security; sustainability; political instability; terrorism; displaced populations; and global cooperation.

"By 'Elevating the Arts and Humanities,' Penn State will be a leader in these areas and consider them core to its institutional mission, applying them, along with the sciences, as agents of change in solving complex global issues.

"By 'Enhancing Health,' Penn State will position itself as a leader in promoting the quality of life through holistic approaches to enhancing individual and population wellness. The centerpiece of this vision is recognition of the need to understand individuals in all their complexity and to leverage that knowledge to create innovative programs, policies, products, and practices for research, education, outreach, and patient care that will improve health and well-being.

"By 'Managing Resources,' we will lead in creating comprehensive solutions to the fundamental challenges of providing safe and abundant water, clean and accessible energy, and plentiful and nutritious food for future generations. This is a vital manifestation of the evolving land-grant mission that few could have envisioned 160 years ago.

"By 'Leveraging Cyberculture,' Penn State will prepare students for success in the digital age and use digital extension to foster economic prosperity and bolster community health across Pennsylvania and beyond. Our goal is to lead in defining how digital tools and capabilities reform the land-grant mission at a research-intensive university.

With our ambitious new strategic plan slated for release by year's end, Penn State is at an exciting crossroads. It is well situated to maintain and even advance its position among the world's top research universities. In January, Penn State's submitted to the Middle States Commission on Higher Education its self-study, titled *Living the Land-Grant Mission in a Global Context*. In it we reflected on our land-grant past and envisioned a strong land-grant-driven future. In June, Middle States responded to that self-study and other key areas of analysis and reaffirmed our accreditation. At its core, as Middle States validated, our University has incredible depth, breadth, and diversity of talent, along with tremendous resolve and energy. With all key stakeholders working together, the elements are in place for the

University to extend its reach and impact through teaching and learning, research, and service. Continued hard work, creativity, and dedication – through Penn State Extension and many other impactful programs and initiatives – will enable Penn State to achieve greatness, living its land-grant mission as an extraordinary 21st century global university.

“Thank you for your attention. I’d now like to invite Doug Cavener, Dean of the Eberly College of Science, to come to the podium to make some remarks. As you recall, the Board approved Doug’s appointment during its meeting at Penn State Beaver in July, but Doug was unable to be with us then. We are pleased to have him here today.”

Provost's Report

Living Our Land-Grant Mission in the 21st Century

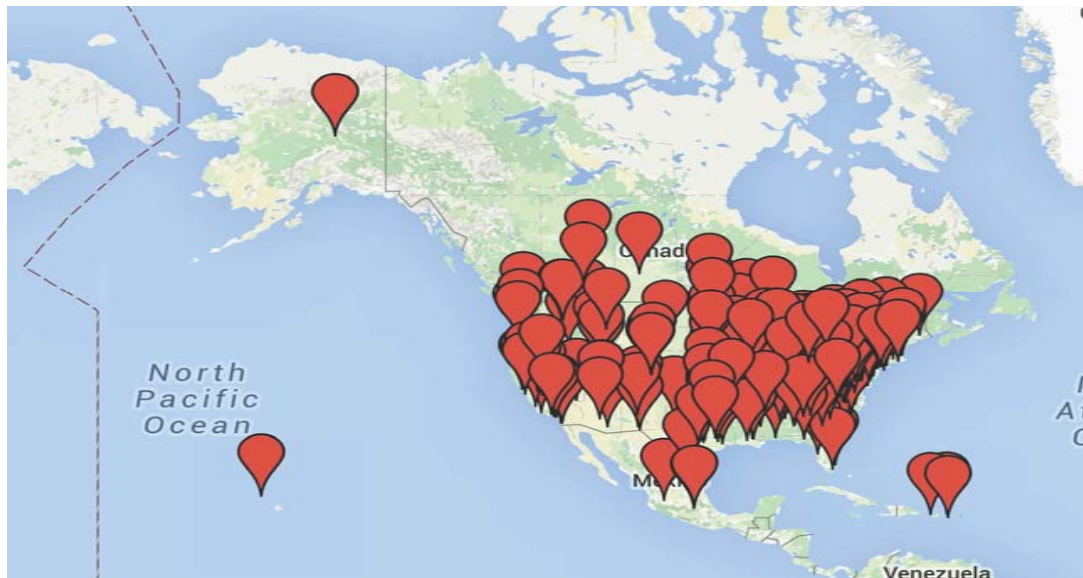
Dr. Nicholas P. Jones
Board of Trustees Meeting
Friday, September 18, 2015



PennState

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

Land-Grant Institutions Have a Nationwide Impact



- There is at least one land-grant institution in every U.S. state and territory.
- Each was tapped to get benefits from the Morrill Acts of 1862 and 1890.



Key Governmental Actions



- Hatch Act of 1887
- Morrill Acts of 1862 and 1890
- Smith-Lever Act of 1914

(pictured: Old Main, mid-1800s)



Penn State's Evolution as a Land-Grant Institution



- Chartered 160 years ago
 - Designated Commonwealth's only land-grant institution three years later
- (pictured: History class at Penn State, 1864)



Penn State Continues to Grow



- Penn State Extension
- Graduate School
- Commonwealth Campuses
- College of Medicine
- World Campus

(pictured: Penn State Berks, mid-1950s)



PennState

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The Mission and its Challenges



- Increasingly complex world
- Contemporary relevance
- Alignment with university's strategic plan
- Broader impact beyond the Commonwealth

(pictured: Old Main, 1860s)



Penn State Thought Leadership



Christian Brady,
Dean, Schreyer
Honors College



Craig Weidemann, Vice
President for Outreach and Vice
Provost for Online Education



Engagement Throughout Academia

“Land-grant universities share a core set of ideals. These include making high-quality education accessible, developing research and technological innovations that address the public good, and infusing contributions to solving the world’s grand challenges into the student experience.” – *Christine Geith, Michigan State University*



“From Commitment to Impact”



Penn State’s
“Blueprint for the Future”



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Five Thematic Priorities



- Transforming Education
- Elevating the Arts and Humanities
- Enhancing Health
- Managing Resources
- Leveraging Cyberculture



Living the Land-Grant Mission Today: Key Takeaways

- With all key stakeholders working together, the elements are in place for the University to extend its reach and impact through teaching and learning, research, and service.
- Continued hard work, creativity, and dedication – through Penn State Extension and many other impactful programs and initiatives – will enable Penn State to achieve greatness, living its land-grant mission as an extraordinary 21st century global university.



Thank You!



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