

**THE PENNSYLVANIA STATE UNIVERSITY
BOARD OF TRUSTEES**

**MINUTES OF MEETING
VOLUME 337**

May 6, 2022

A meeting of the Board of Trustees was held at 603 Penn State Innovation Hub, 123 S. Burrowes Street, State College, PA and via video conference on Friday, May 6, 2022 beginning at 1:00 p.m.

The following Trustees, constituting a quorum, were present: Schuyler (chair), Kleppinger (vice chair), Barron, Black, Brown, Cairns, Casey, Dambly, Davis, de Levie, Delligatti, Detwiler, Dietrich, Doran, Dunn, Fenza, Hagarty, Harpster, Hartzler, Hoffman, Houston, Lubrano, Oldsey, Paterno, Pope, Potts, Rapp, Redding, Rowland, Schneider, Short, and Wagman. The Governor's non-voting representative, Mr. Shipley, was in attendance.

Present by invitation were President-elect Bendapudi; Emeriti Trustees Han, Henning, and Masser; constituent representatives Blockett, Egolf, Ghai, Hardin, Lynch, Mangel, Quinland, Ray, Rodriguez, Romig, Seymour, Szczygiel, and Wright; staff members Austin, Barbour, Bieschke, Bundy, Büsches, Dunham, Gaudelius, Guadagnino, Harvey, Huston, Jones, Kissinger, Lokman, Moore, Ortiz, Sims, Sitzabee, Smith, Thorndike, Weiss, Whitehurst and Wilkes.

Chair Schuyler opened the meeting by noting this was President Barron's final Board of Trustees meeting, that there would be an opportunity later in the meeting to thank him for his service, and then recognized Molly Barron for her significant contributions, steadfast dedication and support of Eric and the institution.

With this being commencement weekend, Chair Schuyler congratulated all graduates and their families, and recognized all trustees participating in commencement ceremonies to authorize the conferral of degrees.

This was the first in-person Board of Trustees meeting without masks and physical distancing, to which Chair Schuyler thanked everyone in the Penn State community and partners throughout the Commonwealth for their efforts to face and adapt to the challenges to stay safe and continue the teaching, research, and service operations during the pandemic.

Chair Schuyler recognized the success of the University's fundraising campaign, "*A Greater Penn State for 21st Century Excellence*", which surpassed its goal and raised \$2.166 billion. He thanked Rich Bundy, Vice President for Development and Alumni Relations, and his team; Campaign Chair Rick Sokolov; and Campaign Vice Chairs James Ingram, Peter Tombros, Martha Jordan, and Trustee Rob Fenza.

Chair Schuyler welcomed Eric Hagarty, who was appointed by Governor Wolf as Acting Secretary of Education and by virtue of his position will serve as an ex officio member of the Penn State Board of Trustees. Recently elected Faculty Senate leaders will join the Board at the July meeting: Kimberly Blockett, Professor of English at Penn State Brandywine serving as Chair, Michele Stine, Associate Teaching Professor in the College of Health and Human Development serving as Chair-elect, and Josh Wede, Teaching Professor of Psychology in the College of the Liberal Arts serving as Secretary. Recently elected student leaders will also join the Board at the July meeting: Najee Rodriguez, President, UPUA; Sydney Gibbard, Vice President, UPUA; Dhairya Ghai, President, CCSGA; Kara Wright, Vice President, CCSGA; Jada Quinland, President, GPSA; Kailey Elrod, Vice President, GPSA; Sabrina Smith, President, WCSGA; and Danielle Ray, Vice President, WCSGA. Chair Schuyler congratulated Sandy Barbour, Vice President for Intercollegiate Athletics, who will retire this summer.

Chair Schuyler noted that the Board met in executive session earlier in the day to discuss various privileged matters and called the meeting to order.

Shannon Harvey, Associate Secretary of the Board, reported all Trustees were present except for Trustees Amorós, Pegula, Rakowich, and Wolf, constituting a quorum.

Election of Officers of the Board of Trustees

Chair Schuyler asked Frank Guadagnino, in his role as Secretary of the Board, to conduct the election of assistant treasurer. Susan Wiedemer, Associate Controller for the University and Assistant Treasurer for the Board of Trustees will retire effective June 3, 2022. Therefore, Virginia Teachey, Associate Vice President for Finance, was on the ballot for election as Assistant Treasurer. Trustees were provided voting instructions and paper ballots were distributed. Later in the meeting Mr. Guadagnino announced that Ms. Teachey had received the requisite number of votes and had been elected.

Consent Agenda Action Items

Chair Schuyler noted that there were five Consent Agenda Action Items for consideration before the Board. A motion to approve Consent Agenda Action Items A, B, C, D and E was seconded and approved by the Board.

- A. Approval of *Minutes* from April 5, 2022 and February 18, 2022 Meetings
- B. Approval of Proposed Appointment of Penn State Health Director

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

RESOLVED, That Dr. Neeli Bendapudi is recommended for appointment to the Board of Directors of Penn State Health by the Board of Trustees of the Pennsylvania State University effective May 9, 2022 through June 30, 2022.

- C. Approval of Proposed Appointment/Reappointment of Directors for the Penn State Health Board of Directors

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

RESOLVED, That the following individuals be appointment/reappointment to the Board of Directors of Penn State Health by the Board of Trustees of The Pennsylvania State University for a one-year term commencing on July 1, 2022:

Neeli Bendapudi	David M. Kleppinger
Timothy P. Brown	Keith E. Masser
Peter M. Carlino	Barry K. Robinson
Mark H. Dambly	Sara F. Thorndike
David C. Han	Peter G. Tombros

- D. Approval of Proposed Appointment/Reappointment of Directors to the Milton S. Hershey Medical Center Board of Directors

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

RESOLVED, That the following individual is appointed to the Board of Directors of The Milton S. Hershey Medical Center for a term of three years, subject to confirmation by the Board of Trustees of The Pennsylvania State University, with a term to commence July 1, 2022, and to expire on the date indicated, or until her successor is appointed:

Jeanne Arnold – June 30, 2025

E. Proposed Election of Directors of The Corporation for Penn State

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

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

Neeli Bendapudi

Other Action Items

Chair Schuyler noted that there was one Finance, Business and Capital Planning Action Item for consideration before the Board.

A. Consideration of Proposed Interim Maintenance and Operating Budget for the University for the Fiscal Year Beginning July 1, 2022

The Committee on Finance, Business and Capital Planning recommended that the Board of Trustees approve resolution A. Sara Thorndike provided supporting remarks and context for this item. A motion to approve the following resolution was seconded and approved by the Board.

RESOLVED, That pending adoption of a new budget to reflect clarification of the amount and form of the State appropriation, and subsequent decisions regarding the amount of tuition charges, adjustments to salaries, wages, and employee benefits, and provisions for fuel and utilities and other cost increases, the Board of Trustees approves continuation for the interim period beginning July 1, 2022, total budget amounts at the level of the adjusted 2021-22 budget as follows:

	University Park and Other Locations	Pennsylvania College of Technology	Total University
General Funds	\$ 2,663,681,000	\$ 111,415,000	\$ 2,775,096,000
Agricultural Federal Funds	22,876,000		22,876,000
Restricted Funds	899,005,000	19,519,000	918,524,000
Auxiliary Enterprises ^a	495,722,000	26,374,000	522,096,000
Total	\$ 4,081,284,000	\$ 157,308,000	\$ 4,238,592,000
Penn State Health System			3,434,918,000
Total Funds			\$ 7,673,510,000

Initial Operating Budget approved by Board of Trustees, July 16, 2021.

^a Includes additional \$17.5M due increase in room and board charges as approved by the Board of Trustees, February 18, 2022.

Other

B. Election of Trustees Representing Business and Industry Endeavors

The Selection Group on Business and Industry Trustees recommended the election of Naren Gursahaney and Richard Sokolov for three-year terms beginning July 1, 2022. A motion to approve these appointments was seconded and approved by the Board.

C. Election of At-Large Trustee

The Selection Group on At-Large Trustee recommended the election of Tracy Riegel for a three-year term beginning July 1, 2022. A motion to approve this appointment was seconded and approved by the Board.

Informational Report on the University Faculty Senate

A report of this year's activities of the University Faculty Senate was provided by Bonj Szczygiel, Chair of the University Faculty Senate. Recorded remarks are available [here](#).

Chair Schuyler introduced Dr. Barron for the President's Report and Discussion.

President's Report and Discussion

President Barron recognized the Evan Pugh University Professor honorees: Susan L. Brantley, Dr. Hubert Barnes and Dr. Mary Barnes Distinguished Professor of Geosciences and Director of the Earth and Environmental Systems Institute at Penn State, and Mauricio Terrones, Verne M. Willaman Professor of Physics and Professor of Chemistry, and of Materials Science and Engineering. Provost Jones joined President Barron in presenting each honoree with an Evan Pugh University Professor Medal. The 2022-23 Penn State Laureate, Dr. Velvet Brown, David P. Stone Chair, College of Arts and Architecture School of Music and Professor of Tuba and Euphonium, was also announced.

Dr. Barron delivered a report titled *Six Imperatives: Final Report*.

For companion slides, reference [Appendix I].

The presentation is available in its entirety [here](#).

Report of Elections

A. Report on Election of Trustees by the Alumni

Chair Schuyler called on Trustee Pope for a report on the tabulation of ballots for the Election of Trustees by Alumni, which concluded at 9:00 a.m. (EST) on May 5.

Trustee Pope reported that she and Trustee Paterno served as judges for the election and were present for the tabulation of ballots, which was observed by KPMG. Pope reported that eight individuals met the threshold of receiving 250 nominations, expressed a desire to serve Penn State as alumni-elected Trustees, and met the criteria to run for election.

A total of 19,144 ballots were received. The total number of votes for the three candidates receiving the highest number of votes were:

Edward "Ted" B. Brown III	9,121 votes
Barry J. Fenchak	7,536 votes
Christa Hasenkopf	7,095 votes

A motion to accept the report of the results of the Election of Alumni Trustees for three-year terms beginning July 1, 2022 was made, seconded and approved by the Board.

B. Report on Election of Trustees by Agricultural Delegates

Chair Schuyler called on Trustee Black for a report on the Election of Trustees by Agricultural Delegates, which was held on May 5.

Trustee Black reported that he and Trustee Dietrich served as judges for the Agricultural Election for the Board of Trustees. He reported that three candidates indicated their willingness to serve if

elected, and that they were appropriately nominated; the candidates were Gary David Bloss, Valerie L. Detwiler and M. Abraham Harpster.

Following the submission of ballots by duly authorized representatives, Valerie L. Detwiler and M. Abraham Harpster were elected by the agricultural delegates.

A motion to accept the report of the results of the Election of Agricultural Trustees for three-year terms beginning July 1, 2022 was made, seconded and approved by the Board.

Presidential Transition

Chair Schuyler stated that Penn State named Neeli Bendapudi to be the University's 19th president on December 9, 2021, he recognized all she had done during her time as president-elect, which included visiting 18 of the Commonwealth Campuses and the Penn State health Hershey campus in 14 days, and said the Board looked forward to working with her as incoming president.

Chair Schuyler recognized the University's 18th president, Dr. Eric Barron, for his dedication and service to this institution. He stated that in recognition of Eric and Molly Barron's donation of \$525,000 to create the Eric and Molly Barron Student Food Security Endowment to provide funds for students experiencing food insecurity, the Board, President's Council, and deans and chancellors have made a contribution to this endowment in their honor, and invited the entire Penn State community to make a gift to the endowment in honor of the Barrons.

Chair Schuyler then introduced the following resolutions.

A. Granting Emeritus Status to Eric J. Barron

Chair Schuyler provided supporting remarks and context for this resolution. A motion to approve the following resolution was seconded and approved by the Board.

RESOLVED, That the Board of Trustees hereby approves the granting of emeritus status to Eric J. Barron, effective May 6, 2022, as President Emeritus and Professor of Geosciences.

B. Naming the Penn State Innovation Hub, the *Eric J. Barron Innovation Hub Building*

Chair Schuyler provided supporting remarks and context for this resolution. A motion to approve the following resolution was seconded and approved by the Board.

RESOLVED, That the Penn State Innovation Hub be named the "Eric J. Barron Innovation Hub Building".

C. Awarding the Penn State Medal to Eric J. Barron

Chair Schuyler provided supporting remarks and context for this resolution. A motion to approve the following resolution was seconded and approved by the Board.

RESOLVED, That the Board of Trustees hereby approves the awarding of the Penn State Medal to President Eric J. Barron in recognition of his contributions on behalf of higher education and the leadership he provided during his 28 years of service to The Pennsylvania State University.

President Barron approached the podium to receive the Penn State Medal. Chair Schuyler recognized Office of Physical Plant colleague Wade Fetterolf, who designed and handcrafted the Penn State elm wood presentation for the medal.

A video created by President Barron's colleagues and friends to share their appreciation for his service, impact on Penn State and legacy he will leave behind was projected for the audience.

Closing Remarks/Announcements

Chair Schuyler thanked Trustees Kathleen Casey, Barbara Doran, Richard Dandrea, William Oldsey and Noe Ortega for their commitment and service to the Board and University during their tenure on the Board. Each will receive a Penn State Elms Collection Keepsake in appreciation of their service.

There being no other business, the public meeting was adjourned at 2:33 p.m.

Respectfully submitted,

Frank T. Guadagnino
Secretary, Board of Trustees

Susan L. Brantley

Evan Pugh University Professor



College of Earth and Mineral Sciences

- Dr. Hubert Barnes and Dr. Mary Barnes
Distinguished Professor of Geosciences
- Director, Earth and Environmental
Systems Institute

Mauricio Terrones

Evan Pugh University Professor



Eberly College of Science

- Verne M. Willaman Professor of Physics
- Professor of Chemistry, and of Materials Science and Engineering
- Affiliate Researcher, Institutes of Energy and the Environment

Velvet Brown

Penn State Laureate 2022-23



College of Arts and Architecture
School of Music

- David P. Stone Chair
- Professor of Tuba and Euphonium
- Associate Director for Equity, Diversity and Inclusion

Six Imperatives: Final Report



A Discussion with the Board of Trustees
May 6, 2022



PennState

Set Strategic Priorities: 2014

- Imperatives to be a successful modern university.
- Each a lens to examine the state of the University.
- Basis for defining broad, long-term priorities and assessing progress.



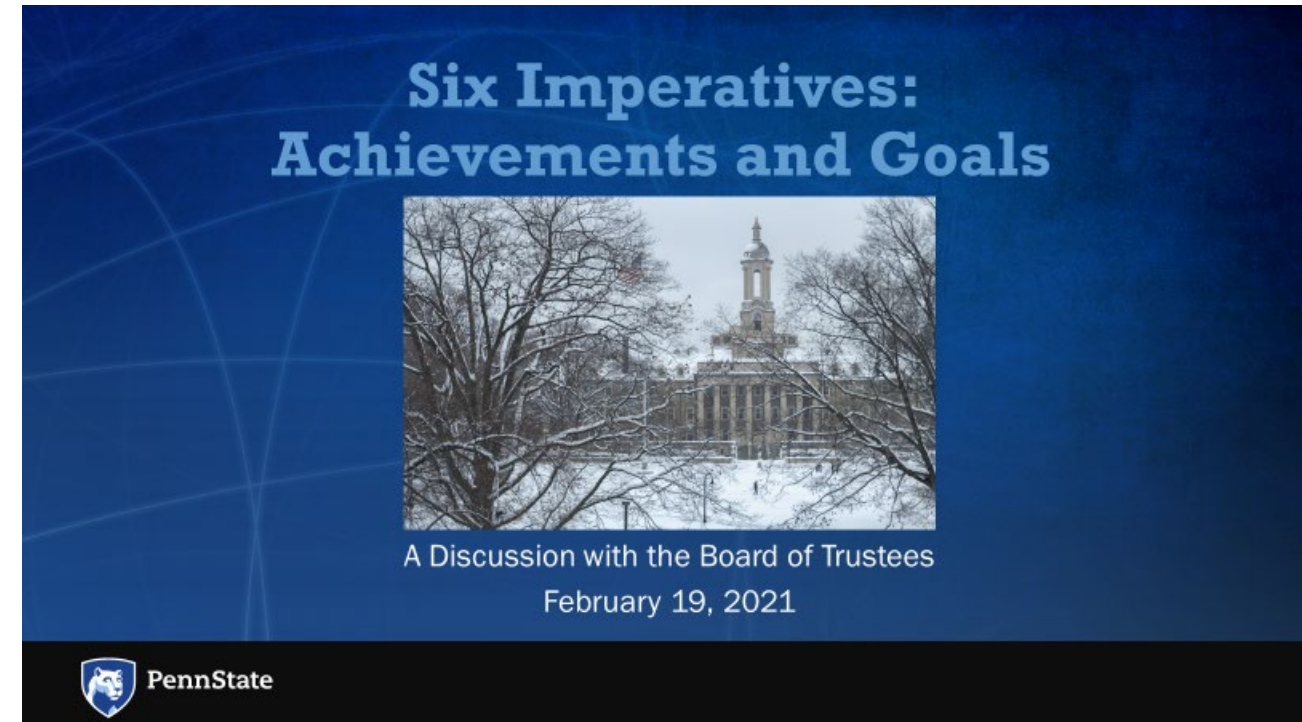
Strategic Priorities: 2014

1. Excellence
2. Access and Affordability
3. Economic Development and Student Career Success
4. Importance of Student Engagement
5. Diversity and Demographics
6. Technology and Curriculum Delivery



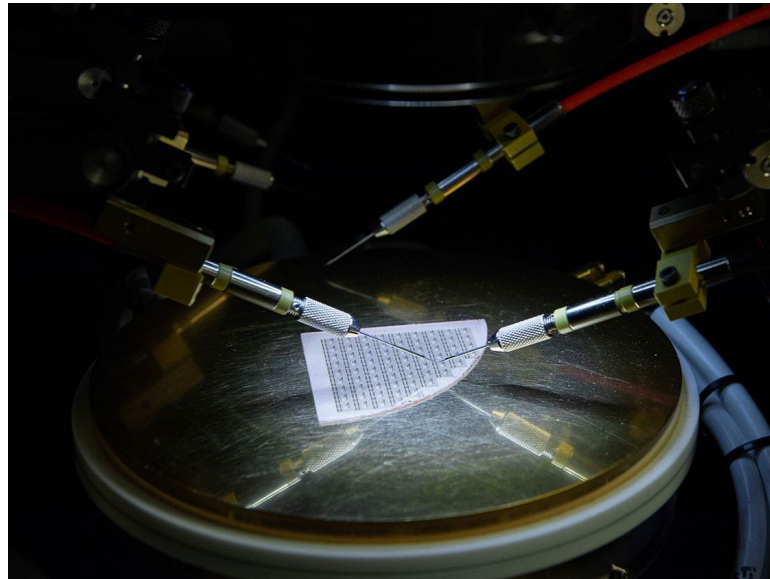
February 2021 President's Report

- Delivered an update on our progress over the previous 6 ½ years.
- Outlined goals to be completed by June 2022.



PennState

The Excellence Imperative



PennState

Goals for 2021-2022

1. Raise \$2.1B in philanthropy by June 30, 2022
2. Continue the pressure to renew our physical plant, especially in STEM and the arts and humanities.
3. Invest in themes that are enduring and impact the world by continuing to move forward the Energy Task Force, health and biomedical sciences, and the College of Medicine.



Completed by May 2022

1. Raise \$2.1B in philanthropy by June 30, 2022

- ✓ \$2.17B raised by April 30, 2022.
- ✓ Eight-figure gifts to name two colleges, and exponentially grew scholarship support.
- ✓ Three endowed deanships.
- ✓ 20 Commonwealth Campuses raised \$280M against a \$253.2M goal; 110.6% of goal.
- ✓ \$25M+ for Invent Penn State.
- ✓ \$160.4M in gifts to Penn State Children's Hospital.
- ✓ \$25M for Penn State Cancer Institute.
- ✓ \$59.5M+ to benefit student-athletes.
- ✓ Much more!



Completed by May 2022

2. Continue the pressure to renew our physical plant, especially in STEM and the arts and humanities.

- ✓ Major Groundbreakings include: Engineering Buildings West I and West II; Palmer Museum of Art; Erie Hall Replacement at Behrend; Garfield Thomas Water Tunnel Renovation and Addition; the Lasch Building, and Wellness Center Renovation at DuBois.
- ✓ Upcoming Projects include: Physics Building and Osmond Lab Renovation; Susan Welch Liberal Arts Building; Deike Building Renovation; East Halls Renovation Phase 2B; and College of Medicine ARF Expansion.



Completed by May 2022

3. Invest in themes that are enduring and impact the world by continuing to move forward the Energy Task Force, health and biomedical sciences, and the College of Medicine.
 - ✓ Energy Task Force has strong, stable leadership that holds regular meetings, most recently an Energy Roundtable that convened energy leaders and Penn State scholars on our energy and climate future.
 - ✓ The Carbon Emissions Reduction Task Force released its report on how to reduce the university's carbon emissions moving forward.
 - ✓ E&Y analysis of the relationship between College of Medicine and Penn State Health. Infrastructure investments in health and science including Mont Alto Allied Health Building; Ross and Carol Nese College of Nursing; and collaborations with the College of Medicine.



The Access and Affordability Imperative



Goals for 2021-2022

1. Achieve the \$740M Open Doors fundraising goals.
2. Comprehensive assessment of program impact on student debt and completion rates.
3. Advance the recommendations from the Food and Housing Security Task Force.



Completed by May 2022

1. Achieve the \$740M Open Doors fundraising goals.

- ✓ Open Doors Theme: Raised \$659.7M of the \$740M goal and still counting.
- ✓ Secured more than 2,600 new endowed scholarships and graduate scholarships, awards, and fellowships.
- ✓ 952 scholarships were matched as part of the Open Doors and Ed Equity scholarship initiatives.
- ✓ Gene and Roz Chaiken made largest scholarship gift in the history of Penn State.



Completed by May 2022

2. Comprehensive assessment of program impact on student debt and completion rates.
 - ✓ Outcomes for PaSSS, STEP, RaiseMe, Smart Track for Success and Complete Penn State were presented in Feb. 18, 2022 President's Report.

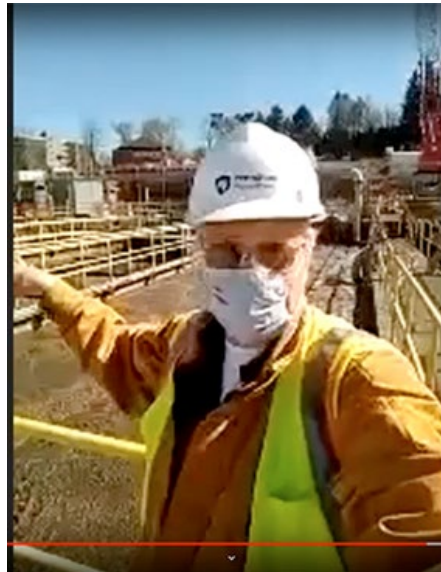
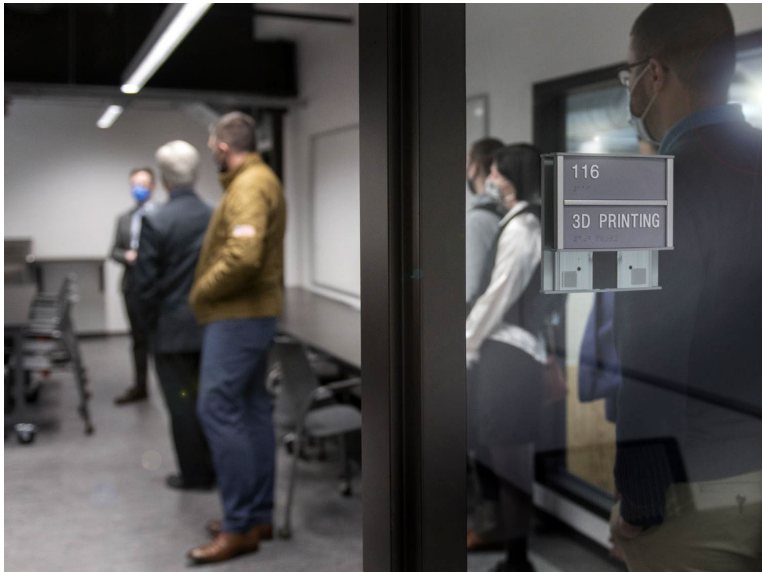


Completed by May 2022

3. Advance the recommendations from the Food and Housing Security Task Force.

- ✓ Enhanced infrastructure to identify and support students in need (assessment, university-wide food and housing steering committee, and case management).
- ✓ Developed programs for food insecurity prevention and response including Swipe Out Hunger, a bulk purchasing program, scholarships, and food pantry improvements.
- ✓ Established a permanent Student Emergency Fund.
- ✓ Provided funds to address housing insecurity (new LiveOn Grants).
- ✓ Advocated for policies on local, state, and federal levels.
- ✓ Developed comprehensive online and in-person resources for students.

The Economic Development and Student Career Success Imperative



PennState

Goals for 2022

1. Seek line-item funding from Pennsylvania for Invent Penn State.
2. Complete a comprehensive assessment of Invent Penn State to evaluate successes and advance the programs across the Commonwealth.
3. Complete the expansion of the Happy Valley LaunchBox phase II and ensure its success.



Completed by May 2022

1. Seek line-item funding from PA for Invent Penn State.
 - ✓ Gov. Tom Wolf's proposed total appropriation for Penn State is \$357.4M and includes new funding of \$2.35M for Invent Penn State.



Completed by May 2022

2. Complete a comprehensive assessment of Invent Penn State to evaluate successes and advance the programs across the Commonwealth.
 - ✓ Invent Penn State completed a 360 review of the LaunchBox network and associated services in Fall 2021 and provided a final report to university leadership.



Completed by May 2022

3. Complete the expansion of the Happy Valley LaunchBox phase II and ensure its success.

- ✓ The Penn State Innovation Hub is a new 85,000-square-foot building that supports the Happy Valley LaunchBox powered by PNC Bank.



Happy Valley's Home of Innovation

This six-story, state-of-the-art, multi-use home for innovation in downtown State College is NOW OPEN!



PennState

The Student Engagement Imperative



PennState

Goals for 2022

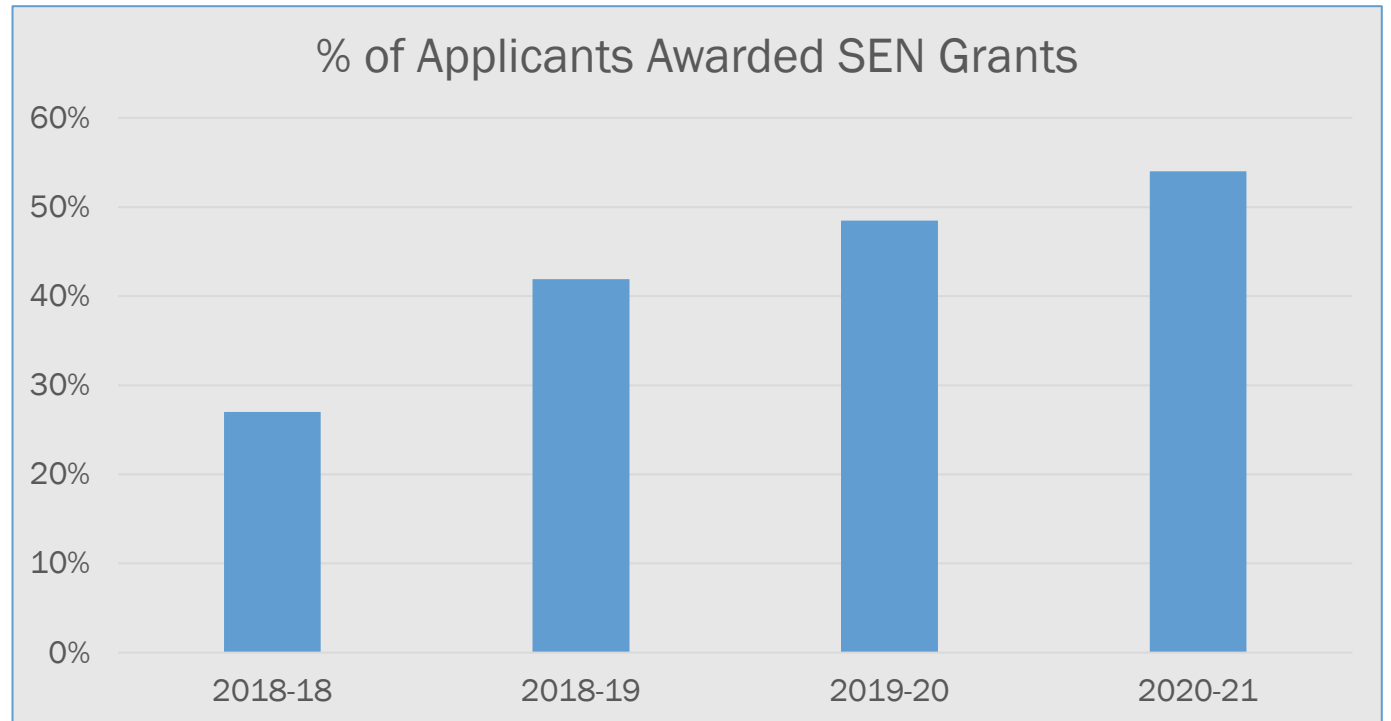
1. Expand Student Engagement Network Grant Program to seed student projects.
2. Grow participation in undergraduate research and study abroad.
3. Enhance cross-disciplinary collaboration between Student Engagement Network and academic colleges.
4. Launch the Student Engagement Portal.



Completed by May 2022

1. Expand Student Engagement Network (SEN) Grant Program to seed student projects.

- ✓ Although COVID-19 pandemic impacted the number of applicants, there has been a steady increase in the percentage of applicants who were awarded grants.



Completed by May 2022

2. Grow participation in undergraduate research and study-abroad.

- ✓ The Undergraduate Research and Fellowships Mentoring office, in connection with the Student Engagement Network, has provided structure, connection, and funding for hundreds of students.
- ✓ Research represents over 30% of all engagement experiences sought by students.
- ✓ COVID-19 impacted all study-abroad programs, and participation is beginning to rebound.



Completed by May 2022

3. Enhance cross-disciplinary collaboration between the Student Engagement Network and academic colleges.

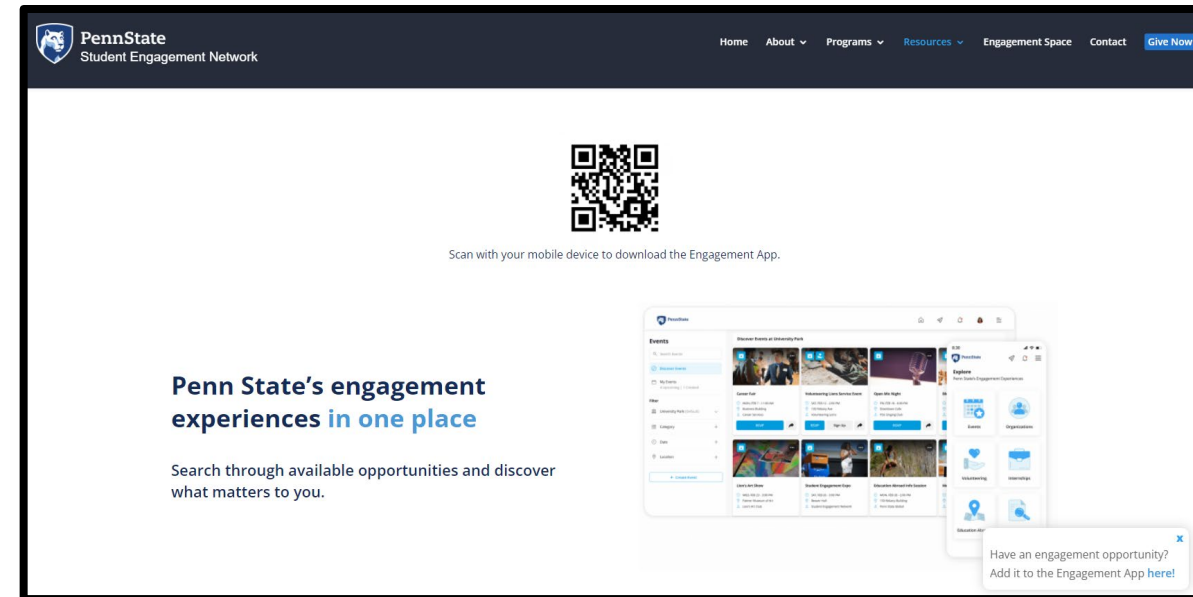
- ✓ Formalized goals to:
 - ✓ help students stand for something outside of their education,
 - ✓ help students focus on emerging careers,
 - ✓ boost engagement in the classroom,
 - ✓ and help students find their fit through more social events and a sense of belonging.



Completed by May 2022

4. Launch the Student Engagement Portal.

- ✓ The Engagement App completed a soft launch and will be launched university-wide by fall 2022.
- ✓ To date, over 3,300 students and 450 faculty and staff downloaded the app.
- ✓ Designed to reduce barriers, increase collaborative partnerships, and help students reach their potential.

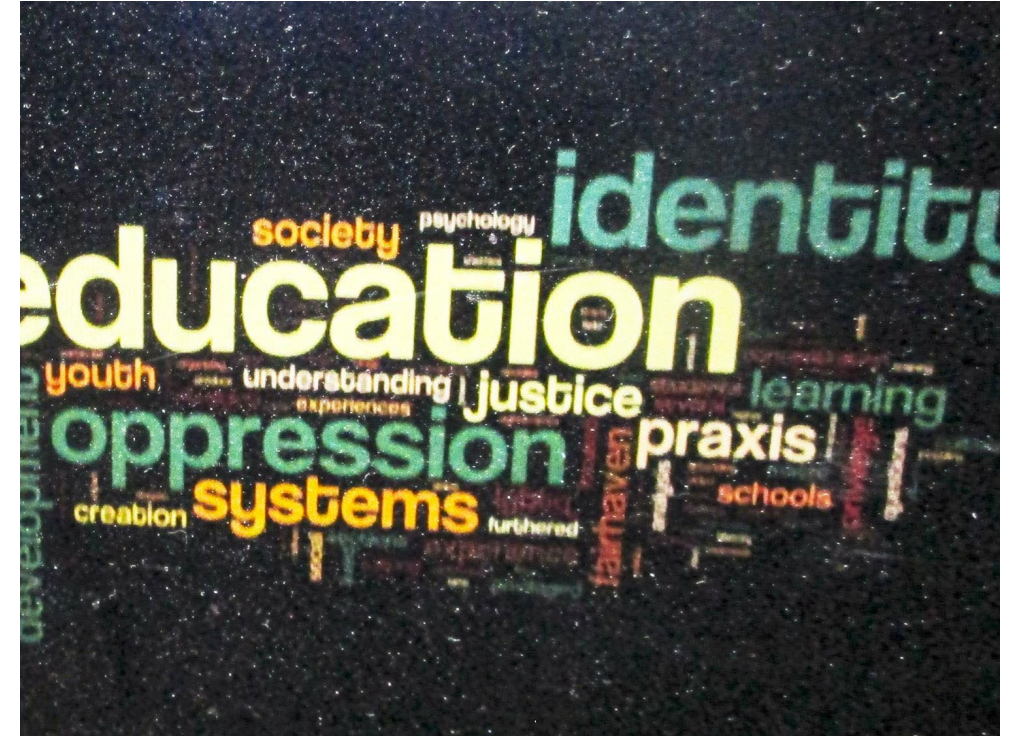


The Diversity and Demographics Imperative



Goals for 2022

1. Take an enterprise approach to DEI that focuses on efficiency, effectiveness, and accountability.
2. Make DEI part of our education and scholarship mission.
3. Establish on-boarding, mentoring and retention as best-of-class.



Completed by May 2022

1. Take an enterprise approach to DEI that focuses on efficiency, effectiveness and accountability.
 - ✓ Networked DEI Strategy: Investing in all initiatives related to DEI.
 - ✓ Greater coherence/collaboration among Affirmative Action, Educational Equity, and Human Resources.
 - ✓ Proposed need for gap analysis of current DEI activities.
 - ✓ HR survey revealed– 80+ individuals embedded in units; 16 colleges (1-15); 6 campuses; most cabinet level offices.



Completed by May 2022

2. Make DEI part of our education and scholarship mission.

- ✓ Created BUILD@Penn State - Training for all employees: University-wide Anti-Bias Education Program – Broadening Understanding and Inclusion through Learning and Dialogue. Pilot scheduled for May 16–July 8, 2022 to include 13 Units/Campuses.
- ✓ Launched search for inaugural director of the Center for Racial Justice formed within SSRI.
- ✓ National leadership in antiracist scholarship spearheaded by Dickinson Law.



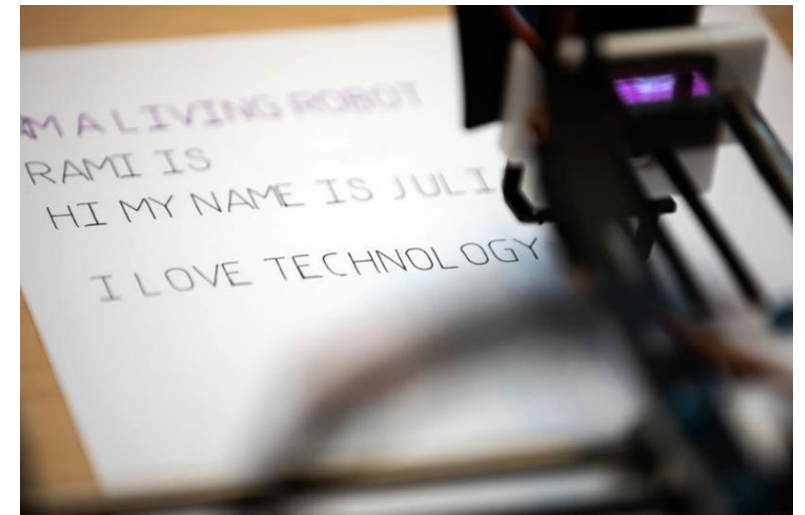
Completed by May 2022

3. Establish onboarding, mentoring and retention as best-of-class.

- ✓ Onboarding: HR developed a New Employee Onboarding program.
- ✓ Mentoring Programs: HR recently hired a new Diversity, Inclusion and Belonging Program Manager who will create University-wide structure for the development of affinity groups to support underrepresented faculty & staff.
- ✓ Finance and Business has launched a pilot Diversity Mentoring Program to provide new underrepresented employees with a mentor.
- ✓ Talent Sourcing has been enhanced with DEI Training Series for HR Recruiters and other standardized assessment tools.



The Technology and Curriculum Delivery Imperative



PennState

Goals for 2022

1. Provide life-long access to key student systems to support access to education to promote lifelong learning.
2. Coordinate and deliver responsive learning through microcredentials.
3. Build technology capacity to support student mobility and degree planning.
4. Implement Client Relationship Management systems.



Completed by May 2022

1. Provide life-long access to key student systems to support access to education to promote lifelong learning.

- ✓ Created “Elevate” a web-based tool designed to provide faculty and advisors with insight into student learning data to improve student success outcomes.
- ✓ Embedded 5 forms and workflow into LionPATH saving over \$45k, 725+ staff hours, and 80+ student hours with more underway.
- ✓ Implemented pilot test-optional admissions process through the next two years.



Completed by May 2022

2. Coordinate and deliver responsive learning through microcredentials.

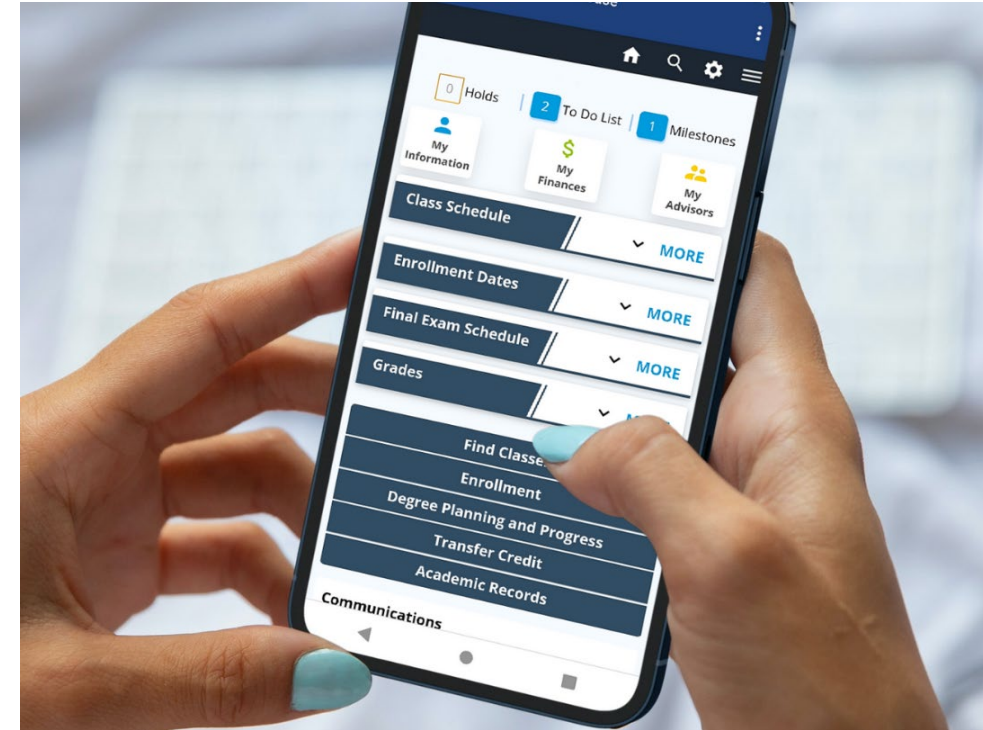
- ✓ One Penn State 2025 exploration underway to pilot projects and build coordinated efforts across multiple units.
- ✓ A comprehensive report was developed by Penn State's Online Coordinating Council and summarizes the current state of microcredentials and badging at Penn State.



Completed by May 2022

3. Build technology capacity to support student mobility and degree planning.

- ✓ Improved Penn State Go! app to include all Commonwealth Campus locations and World Campus, added alumni, and parents and family experiences.
 - Go! is fully accessible
 - 160k+ downloads of the app
- ✓ Implemented Starfish Analytics to provide insights to improve student success.



Completed by May 2022

4. Implement an Enterprise Client Relationship Management (CRM) Platform.

- ✓ Implemented Salesforce Health Cloud to support Penn State's COVID-19 response.
- ✓ Contracted with Salesforce, the No. 1 CRM platform, to provide an integrated, people-centered approach to relationships and associated technologies.
- ✓ 40 units helped develop the strategy for the CRM.



Summary

