Designing a 21st Century System

Long-Term Sustainability | Serve Students | Serve the Region
Serve the Commonwealth | Transformative System | Enhance Efficiency and Effectiveness

Pennsylvania Association of Councils of Trustees

Pennsylvania Association of Councils of Trustees

April 12-13, 2018
Hilton Harrisburg Hotel

2018 Spring Conference

Pennsylvania’s State System of Higher Education

Leveraging University Strengths

Ensure healthy presidencies
career success
distinctive university role
serve diverse learners
talent development
flexibility in design
review Act 188

Transforming Leadership/Governance Structure
collaborative academic programming

Ensuring Student Success

collaborative model
strategic board focus
collaborative approach
flexible learning modes
regional affordability
effective governance
individual fulfillment

empower university leaders
unique strengths
ensuring success
strategic sourcing
revise board policies
timely graduation

empower university leaders
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Dear Trustees,

Welcome to our PACT 2018 Spring Conference.

It has been my honor to serve the organization for the past three years. At this meeting, we transition PACT to new leadership. The State System is also transitioning. A year ago, the System began a strategic review, which led to the development of three key priorities: Ensuring student success, Leveraging university strengths, and Transforming the governance/leadership structure. During this conference, you will have an opportunity to provide input from the trustee perspective on what is important to you in each of these areas as we move through the 21st Century.

For the second time we have developed a workshop for our campus student leaders. The objectives are to explore the generational issues and challenges facing them in the University and work environment; and provide the trustees with the student’s perspective on “ensuring student success”.

It is an honor to have as our keynote speaker Dr. Meryl Tisch, currently Vice Chair of SUNY Board of Trustees. Dr. Tisch is one of the nation’s leading voices on education. She served at the helm of New York State’s governing body for education from 2009 to 2016. As Chancellor of the New York State Board of Regents, Dr. Tisch was responsible for setting the state’s education policy and overseeing both public and private education throughout New York.

Trustees will continue to be challenged with a set of complex issues such as; can we justify the cost of education and the resulting debt, abysmal completion rates and/or lack of employment? Should we sacrifice accessibility to increase retention? Are our academic offerings relevant to the current and future needs of the Commonwealth? These and many other questions will require your thoughts, input and deliberation.

I look forward to your engagement during the conference. Thank you.
## Thursday, April 12, 2018

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<th>Time</th>
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<tr>
<td>7:30 a.m. – 5:00 p.m.</td>
<td>REGISTRATION</td>
<td>Strawberry Arcade – 2nd Floor</td>
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<tr>
<td>8:00 a.m. – 9:00 a.m.</td>
<td>NEW TRUSTEE ORIENTATION</td>
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<td>EXECUTIVE ASSISTANTS’ RETREAT</td>
<td>Governor Room – 2nd Floor</td>
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<tr>
<td>9:15 a.m. – 11:45 a.m.</td>
<td>PSECU STUDENT LEADERSHIP WORKSHOP</td>
<td>United States Room – 3rd Floor</td>
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<td>9:30 a.m. – 11:45 a.m.</td>
<td>JOINT PACT EXECUTIVE BOARD AND COUNCIL CHAIRS MEETING</td>
<td>Penn Harris Room – 3rd Floor</td>
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<tr>
<td>12:00 p.m. – 1:00 p.m.</td>
<td>CONFERENCE WELCOME AND OPENING REMARKS LUNCHEON</td>
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<tr>
<td>1:00 p.m. – 2:00 p.m.</td>
<td>OPENING KEYNOTE SESSION: “The Great Promise of Collaborative Governance”</td>
<td>Allegheny/Susquehanna Room – 2nd Floor</td>
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<td>2:15 p.m. – 3:30 p.m.</td>
<td>FACILITATED WORKSHOP SESSIONS:</td>
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<td>21st Century President (Group A)</td>
<td>Enhanced by: 21st Century President (Group B)</td>
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<td>6:15 p.m. – 8:00 p.m.</td>
<td>DINNER AND PACT BUSINESS MEETING</td>
<td>PA Ballroom – 2nd Floor</td>
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<td>CONFERENCE PARTICIPANTS BUFFET BREAKFAST</td>
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<td>21st Century State System Update (Group B)</td>
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<td>Leland Room – 2nd Floor</td>
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<td>11:30 a.m. –1:00 p.m.</td>
<td>STATE SYSTEM PLENARY SESSION LUNCHEON</td>
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9:00 a.m. – 11:45 a.m.  **EXECUTIVE ASSISTANTS’ RETREAT**
Governor Room – 2nd Floor

9:15 a.m. – 11:45 a.m.  **STUDENT LEADERSHIP WORKSHOP**
United States Room – 3rd Floor

Graduating college students are entering the workforce—and, for that matter, society—in very uncertain times. As members of Generation Z, students are navigating waters full of nuance given the complexities and differences amongst the different generations of Americans: Baby Boomers, Generation X, Millennials, Generation Z, and Alphas. How these generations understand society, education, leadership, technology, and more seriously, impact the ways in which they interact in the professional workplace. How will students find success in all of this murkiness, and how can our institutions help support students in and out of the classroom?

**Presenter:**
Mr. Zachery N. Clark, Director of Student Activities and Assessment, Student Cooperative Association, Inc., Indiana University of Pennsylvania
Dr. Kathleen M. Howley, Deputy Vice Chancellor for Academic and Student Affairs, Pennsylvania’s State System of Higher Education

9:30 a.m. – 11:45 a.m.  **JOINT PACT EXECUTIVE BOARD AND COUNCIL CHAIRS MEETING**
Penn Harris Room – 3rd Floor

12:00 p.m. – 1:00 p.m.  **CONFERENCE WELCOME LUNCHEON AND OPENING REMARKS**
Allegheny/Susquehanna Room – 2nd Floor

Mr. Harold C. Shields, PACT President; Edinboro University of Pennsylvania Trustee; Vice Chair, Pennsylvania’s State System of Higher Education Board of Governors

1:00 p.m. – 2:00 p.m.  **OPENING KEYNOTE SESSION:**
“*The Great Promise of Collaborative Governance*”
Allegheny/Susquehanna Room – 2nd Floor

*Introduction and Remarks:* Ms. Cynthia D. Shapiro, Chair, Pennsylvania’s State System of Higher Education Board of Governors

**Presenter:**
Dr. Merryl H. Tisch, Vice Chair of SUNY Board of Trustees

2:15 p.m. – 3:30 p.m.  **FACILITATED WORKSHOP SESSIONS:**
21st Century President (Group A)
Lancaster Room – 2nd Floor

This panel will engage participants in a lively discussion about how the presidency has changed—and might continue to change—to meet contemporary demands on higher education. Dr. Gitenstein and panelists will explore new forms of collaboration between presidents and boards that will enable them to
meet a wide range of challenges—from the traditional business model and calls for innovation to issues related to campus climate, the impact of social media, and changing student demographics. Participants will leave with knowledge of “enterprise leadership” as a means for understanding and meeting the expectations of the 21st-century presidency. It encourages presidents to face today’s challenges openly and pragmatically, and with consistent support from their boards. Enterprise leadership urges a partnership based on trust, engagement, and support for bold leadership.

Presenters:
Ms. Laurie A. Carter, President, Shippensburg University of Pennsylvania  
Dr. Christopher M. Fiorentino, President, West Chester University of Pennsylvania

Moderator:
Dr. R. Barbara Gitenstein, President, the College of New Jersey, AGB Senior Consultant

21st Century Trustee Role (Group B)  
Gettysburg Room – 2nd Floor
An Interactive discussion with panelists and attendees. How has the role evolved? From preparedness to participate and influence decisions, to building and sustaining relationships with university presidents, to effective advocacy on campus and in community, the panel will discuss the many requirements of successful trusteehip in higher education. The panel will review and facilitate a discussion about the trustee role in effective governance. One of the questions to be answered... “Given our system redesign, does our current governance model (Act 188) serve us for the future”?

Presenters:
Ms. Milissa S. Bauer, Vice Chair, Council of Trustees, Clarion University of Pennsylvania  
Ms. Bobbi J. Kilmer, Chair, Council of Trustees, Mansfield University of Pennsylvania  
Ms. Kathy L. Pape, Esq., Trustee, Edinboro University of Pennsylvania

Moderator:
Mr. Michael G. Warfel, Chair, Council of Trustees, Millersville University of Pennsylvania

3:45 p.m. – 5:00 p.m. FACILITATED WORKSHOP SESSIONS

21st Century President (Group B)  
21st Century Trustee Role (Group A)  
Lancaster Room – 2nd Floor  
Gettysburg Room – 2nd Floor

See session descriptions above.

5:15 p.m. – 6:15 p.m. NETWORKING RECEPTION  
Metro Room – 2nd Floor

6:15 p.m. – 8:00 p.m. DINNER AND PACT BUSINESS MEETING  
PA Ballroom Room – 2nd Floor

PACT Business Meeting: The brief session will be used to conduct the necessary business of our non-profit association representing the interests of all fourteen councils of trustees and their members.

Entertainment provided by West Chester University’s Honors Jazz Trio. For additional information about the jazz combo, please reference the dinner program.
Friday, April 13, 2018

7:30 a.m. – 9:30 a.m.  
**REGISTRATION**  
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7:30 a.m. – 8:30 a.m.  
**PSECU STUDENT LEADERS BREAKFAST (STUDENTS ONLY)**  
Bridgeport Room – 2nd Floor

7:30 a.m. – 8:30 a.m.  
**CONFERENCE PARTICIPANTS BUFFET BREAKFAST**  
Allegheny/Susquehanna Room – 2nd Floor

8:30 a.m. – 9:45 a.m.  
**FACILITATED WORKSHOP SESSIONS:**

**21st Century Student Success (Group A)**  
Metro BC Room – 2nd Floor
We deliver 18th century content with 19th century methods in 20th century buildings to 21st century students, and then wonder why they aren’t learning. Our students, especially our current, Generation Z college students, are very different in practically every way from those that precede them. So what are we doing to adapt to them? Are we adapting our curricula, programs, services, and facilities to meet their needs? Are we taking the time to truly understand them? This session will not only provide a summary of the Student Leadership Workshop from yesterday, but also spend some time reviewing the research about our current students, while also answering some of these very basic questions regarding our ability to remain attentive and nimble.

Presenters:
Mr. Zachery N. Clark, Director of Student Activities and Assessment, Student Cooperative Association, Inc., Indiana University of Pennsylvania  
Mr. Brian H. Swatt, Student Member, Board of Governors, Pennsylvania’s State System of Higher Education

Moderator:
Dr. Kathleen M. Howley, Deputy Vice Chancellor, Academic and Student Affairs, Pennsylvania’s State System of Higher Education

**21st Century System Update (Group B)**  
Leland Room – 2nd Floor
This session will provide an overview of the System Redesign efforts focused on the System’s three strategic priorities: (1) ensuring student success; (2) leveraging university strengths; and (3) transforming governance and leadership. The session will address both elements of the change process (e.g., task groups) and results to date (e.g., academic program approval, policy reviews, and leadership support).

Presenters:
Dr. Peter H. Garland, Executive Vice Chancellor and Chief Academic Officer, Pennsylvania’s State System of Higher Education  
Ms. Lois M. Johnson, Associate Vice Chancellor for Administration and Finance, Pennsylvania’s State System of Higher Education

10:00 a.m. – 11:15 a.m.  
**FACILITATED WORKSHOP SESSIONS:**

**21st Century Student Success (Group B)**  
Metro BC Room – 2nd Floor

**21st Century System Update (Group A)**  
Leland Room – 2nd Floor

*See session descriptions above.*
STATE SYSTEM PLENARY LUNCH SESSION:  
Allegheny/Susquehanna Room – 2nd Floor

Last year, the State System undertook a top-to-bottom strategic review. Based in the results of that effort, the Board established three strategic priorities: 1) Ensuring student success; 2) Leveraging university strengths; and 3) Transforming the governance/leadership structure. The Board also affirmed its commitment to the long-term stability of all 14 universities so that each will continue to serve students, its region, and the Commonwealth. Chairwoman Cindy Shapira and Interim Chancellor Karen Whitney will lead a discussion about how the State System has moved from “review” to “redesign” mode, and what that means for the future.

Presenters:
Dr. Karen M. Whitney, Interim Chancellor, Pennsylvania’s State System of Higher Education
Ms. Cynthia D. Shapira, Chair, Pennsylvania’s State System of Higher Education Board of Governors

Moderator:  Mr. Harold C. Shields, PACT President; Edinboro University of Pennsylvania Trustee; Vice Chair, Pennsylvania’s State System of Higher Education Board of Governors

1:00 p.m. – 1:15 p.m.  
CLOSING REMARKS  
Allegheny/Susquehanna Room – 2nd Floor

Mr. Harold C. Shields, PACT President; Edinboro University of Pennsylvania Trustee; Vice Chair, Pennsylvania’s State System of Higher Education Board of Governors

2018 Spring PACT Conference Adjourns
Ms. Milissa S. Bauer  
**Vice Chair, Clarion University of Pennsylvania**

Ms. Milissa Bauer of Clarion, PA, was appointed to the Council of Trustees in October 2012 and reappointed in 2013. Ms. Bauer is Executive Vice President and Chief Financial Officer for the Kriebel Companies, one of the largest independent natural gas producers in the state. She is the Chief Financial Officer and Operations Officer of the Kriebel companies. Active professionally, Ms. Bauer serves as secretary/treasurer of the PA Producers Service Company (PIPSCO) of the PA Independent Oil and Gas Association. She also serves as director and chairperson of The Children’s Scholarship Fund of PA, which provides financial assistance to needy families wishing to send their children to a school of their choice and is working to establish experiential learning opportunities for Clarion University students. Ms. Bauer also received a Papal Honor from Pope Benedict the XVI recognizing lay persons of distinguished character for their outstanding service for the well-being and growth of education at local levels. Ms. Bauer serves as Chair for the Clarion County YMCA Relocation and Expansion project, which has raised over $7.5 million and has been awarded over $3.3 million in grants to build a full service YMCA in the county.

Ms. Bauer earned a Bachelor of Science degree majoring in accounting with a minor in computer information systems from Clarion University. She swam for the Clarion University Women’s Swim Team coached by Dr. Rebecca Leas that won four NCAA Division II National Championship titles for the university from 1980-1984.

Ms. Laurie A. Carter, JD  
**President, Shippensburg University of Pennsylvania**

Laurie A. Carter earned her first academic credential, a Bachelor’s Degree in Communications, from Clarion University of Pennsylvania, a member of the Pennsylvania State System of Higher Education, of which Shippensburg University is also a component institution. She went on to earn a Master’s Degree in Communications from William Paterson College, and a Juris Doctorate from Rutgers Law School.

She began her groundbreaking career in higher education more than 30 years ago, when she served initially as a Residence Hall Director at William Paterson University of New Jersey, before moving up to the office of Director of Residence Life at Fairleigh Dickinson University, also in New Jersey. These early assignments led to her placement as Director of Student Affairs at The Juilliard School, in New York City, where she became the first African American administrator in the institution’s history. Ms. Carter left Juilliard to assume the position of Vice President for Arts Education at the New Jersey Performing Arts Center, where she was responsible for the strategic leadership, external relations and administrative management of the Center’s arts education programs. She was soon recruited back into higher education, serving first as Executive Vice President for Student Success and University Counsel and then as Executive Vice President and University Counsel at Eastern Kentucky University. In the latter position, she provided leadership for 33 university departments, oversaw a budget in excess of $71 million, and led the University in the absence of the President.

Ms. Carter’s appointment to the presidency of Shippensburg University of Pennsylvania represents a return to her academic roots.
Mr. Zachery N. Clark  
**Director of Student Activities and Assessment, Student Cooperative Association, Inc., Indiana University of Pennsylvania**

Zachary N. Clark is the Director of Student Activities and Assessment for the Student Cooperative Association at Indiana University of Pennsylvania (IUP). He earned a master’s degree in student affairs in higher education from IUP, and previously earned a bachelor’s degree in history education from Saint Vincent College (PA). In addition to working in student affairs, he has also served as a mental health professional and has been honored for community service. Active in the National Association for Campus Activities, he is a member of the Research and Scholarship Group. Zach is committed to professional development for student affairs educators, and actively publishes and presents on a variety of topics, including generational studies, assessment and evaluation, campus activities programming operations, and sharing the impact of student affairs work.

Dr. Christopher M. Fiorentino  
**President, West Chester University of Pennsylvania**

Dr. Christopher M. Fiorentino was selected as president of West Chester University on January 5, 2017 by the State System’s Board of Governors. Prior to being named president, Dr. Fiorentino held the position of interim president at the University since April of 2016, following the retirement of former president Greg R. Weisenstein. Before assuming the role of interim president, Dr. Fiorentino served as vice president for external operations since 2013. He previously spent nearly 20 years as dean of WCU’s College of Business and Public Affairs, having arrived at the University in 1983 as an assistant professor of economics. His tenure within the Department of Economics included four years as chair. Dr. Fiorentino earned his baccalaureate, master’s, and Ph.D. degrees in economics from Temple University.

Dr. R. Barbara Gitenstein  
**President, the College of New Jersey**

Dr. R. Barbara Gitenstein, President of the College of New Jersey, has over 40 years of experience as a college professor and administrator in both the public and private sectors. She came to the College of New Jersey from Drake University where she served as provost and executive vice president. She is the first woman to serve as president of the College of New Jersey in its 160-year history. Upon her arrival at TCNJ in 1999, Gitenstein enhanced academic rigor and faculty-student engagement, which led to a transformation of the undergraduate program. The high number who graduate on time, for example, has led to TCNJ being ranked 5th in the nation among all public colleges and universities for having the highest four-year graduation rate.

Alumni giving has nearly doubled, the college’s endowment has tripled, and TCNJ received its largest ever single gift: $5 million. Utilizing the public-private partnership provision contained in the New Jersey Economic Stimulus Act of 2009, Gitenstein completed a contract for Campus Town, the college’s first public-private partnership with a developer. Under Gitenstein’s leadership, the college has invested more than $380 million in its physical plant. Improvements include six academic buildings, housing for an additional 400 students, and the acquisition of 103 acres of property to add to the central campus of 289 acres.

Born in Florala, Alabama, Gitenstein received a BA with honors in English from Duke University and a PhD in English and American Literature from the University of North Carolina, Chapel Hill.
Ms. Bobbi J. Kilmer
Chair, Council of Trustees, Mansfield University of Pennsylvania

Ms. Bobbi Kilmer has been a member of the Council of Trustees since 2013 and is currently the Council Chairperson. Ms. Kilmer was named President & CEO of Claverack Rural Electric Cooperative in March of 2006. Prior to her appointment as Claverack’s 6th chief executive, she served as executive vice president & chief operating officer. She also serves as director and Co-CEO of C&T Enterprises, Inc. the parent company of Citizens Electric Company of Lewisburg, Wellsboro Electric Company and Valley Energy Gas.

A native of Towanda, Ms. Kilmer graduated from Mansfield University in 1984 with a bachelor's degree in business administration. She is a graduate of the National Rural Electric Cooperative Association’s (NRECA) Robert I. Kabat Management Internship Program at the University of Nebraska.

Ms. Kilmer is also a director of United Utility Supply Cooperative and is active in both statewide and national rural electric associations. In 2017, she joined the board of directors of the Team PA Foundation and was a founding member of the Fund for Northern Tier Development, an advocacy organization for the Northern Tier counties of Pennsylvania.

Ms. Kathy L. Pape, Esquire
Council of Trustees, Edinboro University of Pennsylvania

Kathy L. Pape was named to the Edinboro University Council of Trustees in 2012. A 1975 Edinboro University alumna with a Bachelor of Arts in Political Science, Ms. Pape earned a Juris Doctor from The Dickinson School of Law and an LLM in Taxation from Villanova University School of Law. She is an attorney at McNees Wallace & Nurick LLC, where she works in the financial services and public finance practices.

A nationally recognized expert on the water and wastewater industries, Ms. Pape previously served as president of Pennsylvania American Water, the largest regulated water and wastewater utility in the commonwealth, and senior vice president of American Water’s Mid-Atlantic division.

Her numerous additional community and business involvements include serving on the boards of Milton S. Hershey Medical Center, the Earth Conservancy, The Foundation for Enhancing Communities, the Juvenile Diabetes Research Foundation (Central PA Chapter) and Hampden Township Industrial Development Authority. Ms. Pape is a past chair of the Pennsylvania Chapter of the National Association of Water Companies, and served on the Finance Council of the Archdiocese of Philadelphia and the Board of Trustees of Gwynedd Mercy Academy. She was the first woman elected to chair the Pennsylvania Business Council board of directors.

Ms. Pape was named to Central Penn Business Journal’s “Women of Influence” list in 2010, and she was selected as one of the Northeast Pennsylvania Business Journal’s Top 25 Women in Business in 2011.

She is the proud mother of three children and resides with her husband in Hampden Township, Pennsylvania.
Ms. Cynthia D. Shapira  
Chair, Board of Governors

Ms. Shapira is president of the Shapira Foundation, leading the development and implementation of the foundation’s various initiatives, including the Onward Israel and Comprehensive Excellence project. She served as vice chair of Governor Tom Wolf’s transition team and serves on the Governor’s Advisory Board on Education and Workforce Development. She also is a member of the board of the Say Yes to Education Foundation. She was appointed by Governor Tom Corbett to the Pennsylvania Commission on Women and was a member of the 2012 Pennsylvania Electoral College. She was recognized by Gov. Wolf and First Lady Frances Wolf as one of this year’s Distinguished Daughters of Pennsylvania, an award that honors women who have shown distinguished service through their professional career and/or voluntary service. She is a trustee of Brandeis University and serves as a board member of the Allegheny County Airport Authority. She previously was chair of the Pennsylvania Center for Women In Politics at Chatham University and served on the boards of Point Park University, the Pittsburgh Cultural Trust, The Pittsburgh Promise, United Way of Allegheny County, and WQED Pittsburgh. She is immediate past chair of the Jewish Federation of Greater Pittsburgh. She was a management consultant for twenty years in the non-profit and education sectors, including ten years as executive vice president of Pappas Consulting Group, Inc. She has a Bachelor of Arts degree in political science from Wellesley College and a Master of Public Administration degree from the Harvard University Kennedy School of Government. She was re-elected to her second term as Board chair in July, 2017.

Mr. Harold C. Shields  
PACT President; Edinboro University of Pennsylvania Trustee; Vice Chair, Pennsylvania’s State System of Higher Education Board of Governors

Mr. Shields is the principal in Harold C. Shields HR Consulting LLC. He is a member of the Council of Trustees at Edinboro University of Pennsylvania, from which he earned both bachelor’s and master’s degrees. A career human resources professional, he previously was human resources director of Global Business Services and HR director of Pittsburgh Resource Units for Alcoa for 28 years until retiring in 2009. He also worked for the Opportunities Industrialization Center in Erie, a self-help program founded by the late Leon H. Sullivan, as well as for Bucyrus-Erie and WICU-TV in Erie. He has served as a member of the Edinboro University Foundation Board of Directors and the Edinboro University Alumni Association Board of Directors. He was the first African-American elected to the Erie School Board and served a term as president. He previously served on the Board of Governors from 2009 to 2013. He was elected vice chair in July 2017.
Mr. Brian H. Swatt  
Student Member, Board of Governors

Mr. Swatt is president of the Student Government Association at Indiana University of Pennsylvania. He is a sophomore political science and economics major and also a member of the IUP CO-OP Board of Directors, the Kappa Sigma fraternity and the College Republicans. He is an Eagle Scout and has served as both an instructor at the National Leadership Seminar for Order of the Arrow and as an assistant aquatics director at the Goose Pond Scout Reservation in Lake Ariel.

Dr. Merryl H. Tisch  
Vice Chairman of SUNY Board of Trustees

Dr. Merryl H. Tisch, Vice Chair of the State University of New York, is one of the nation’s leading voices on education. She served at the helm of New York State’s governing body for education from 2009 to 2016. As Chancellor of the New York State Board of Regents, Dr. Tisch was responsible for setting the state’s education policy and overseeing both public and private education throughout New York.

Dr. Tisch was a member of the Board of Regents for twenty years and held the position of Vice Chancellor from 2007 to 2009. Her policies were informed by years of experience in the fields of education, community service, and philanthropy, including her work as a first-grade teacher at New York City’s Ramaz School and the B’nai Jeshurun School.

She currently holds a number of philanthropic and civic positions, including serving as co-chairperson of the Metropolitan Council on Jewish Poverty, a leading social services agency. The Met Council has gained national recognition for its work in the areas of youth and family services, housing, poverty programs, and neighborhood preservation. In addition, Dr. Tisch is on the board of the Metropolitan Museum of Art and acts as the Met’s representative on the Public Design Commission.

Dr. Tisch also sits on the executive committees of The Washington Institute for Near East Policy and the Citizens Budget Commission. Additionally, she serves on the board of The Trust for Cultural Resources of the City of New York, and the Graduate School of Education’s Board of Overseers at the University of Pennsylvania.

Dr. Tisch founded the Tisch Cancer Institute at Mt. Sinai Hospital in 2008.

She earned a B.A. from Barnard College, an M.A. in Education from New York University, and received an Ed.D from Teacher’s College, Columbia University.

Mr. Michael G. Warfel  
Chair, Council of Trustees, Millersville University of Pennsylvania

Since January 2004, Michael Warfel has been the vice president of government affairs at Highmark Inc., one of the largest health insurance companies in the nation. In this position, Mr. Warfel is responsible for state and federal legislative and regulatory issues. He served as the government affairs director from 1995 until early 2004 before being promoted to vice president.

Prior to joining Highmark Inc., Mr. Warfel was the chief of staff to state Senator Noah W. Wenger. He was employed by Senator Wenger from January 1988 until August 1995.

Mr. Warfel, a Lancaster County native, is chairman of the Millersville University Council of Trustees. Also, Mr. Warfel is chair of the board of directors of the Pennsylvania Partnerships for Children.

Mr. Warfel graduated from Millersville University with a bachelor’s degree in political science in 1984. He is also a 1987 graduate of the University of Pennsylvania, where he earned a master’s degree in governmental administration.
Dr. Karen M. Whitney
Interim Chancellor, Pennsylvania's State System of Higher Education

Dr. Karen M. Whitney assumed the role of Interim Chancellor of Pennsylvania's State System of Higher Education on September 12, 2017. In this role, she serves as chief executive officer of the State System, which comprises Pennsylvania's 14 public universities. The chancellor works with the Board of Governors to recommend and develop overall policies for the System.

Dr. Whitney previously served as President of Clarion University of Pennsylvania, beginning her tenure as the university’s 16th president in July 2010. As president, she led the university in articulating a mission to provide transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments. She refocused the university toward a greater emphasis on providing professional degree programs that meet the needs of students and the changing economy.

She previously was vice chancellor for student life and diversity and dean of students at Indiana University Purdue University Indianapolis (IUPUI) and assistant and associate vice president for student life and director of resident life at the University of Texas at San Antonio. She also served as an adjunct assistant professor and instructor in the School of Education at Indiana University and taught various courses at both the University of Texas at San Antonio and the University of Houston.

Dr. Whitney earned a bachelor’s degree in psychology and a master’s degree in public administration, both from the University of Houston, and a Ph.D. in higher educational administration from the University of Texas at Austin.

She presents, teaches, researches, and writes in the areas of higher education finance, administration, law, student development, and student facilities.
Special thanks to the members of the PACT Executive Board

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Special thanks to the program planning committee

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**Charissa Williams**, Executive Assistant, Pennsylvania’s State System of Higher Education
Pennsylvania’s State System of Higher Education Foundation (State System Foundation) is proud and pleased to provide private financial support to the Pennsylvania Association of Councils of Trustees (PACT) for the 2018 Spring Conference, “Designing a 21st Century System.”

Along with conference sponsors Pennsylvania State Employees Credit Union (PSECU), Education Testing Service (ETS), Aramark, Ad Astra, Nuventive, RPA, TIAA, NVA and UCCI, we enthusiastically invest in informing and educating our trustees, university officials, and community stakeholders. We believe that trustees and governing boards, like PACT, which are connected and proactively partner with System leadership to advance student success, accessibility and affordability, will be effective at serving our deserving students.

In addition to supporting PACT and other System-wide initiatives, the State System Foundation secures and disburses private philanthropic funding to students and universities in the forms of scholarships and awards. Our contributions reach students at every State System university. This academic year, we will present almost $500,000 in scholarships and awards to System students and universities!

We are honored to partner with PACT to advance the vision and mission of the universities as well as the entire State System enterprise. We respect that the role of a trustee has never been more important, and we recognize that the environment in higher education is filled with challenges and opportunities.

On behalf of the State System Foundation Board of Directors, thank you for your leadership and support of the 14 universities and the State System.

Sincerely,

Jennifer S. Hartman
President & CEO
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