

MEETING MINUTES

Purdue Fort Wayne Foundation

1. Call to Order and Approvals (David Molfenter, Foundation President)

- a. Introduction of PFW Foundation Board members
 - i. David Molfenter, Larry Weigand, JoAnn Brouillette, Howard Chapman, Vicki Churchward, Mike Gavin, Deborah McMahan, Glenn Rossman, Becky Teagarden, Senator Tom Wyss, Ronald Elsenbaumer, Jim Almond, Ruth Stone, Vice Chancellor for Financial Affairs, Kim Wagner
- b. Approval of September 17, 2019 Meeting Minutes
 - i. The meeting minutes were approved unanimously.
- c. Nomination and Approval of 2020-21 Foundation Board and Executive Committee Members
 - i. The current terms for Howard Chapman, Mike Gavin, David Molfenter and Dr. Deborah McMahan as Directors of the PFW Foundation expire this year.
 - ii. It was recommended that Howard Chapman, Mike Gavin, and David Molfenter are appointed for another 3-year term.
 - iii. Dr. Deborah McMahan is unable to continue on the Board for personal reasons;
 - iv. Therefore, Glenn Borden has been recommended to serve a 3-year term as a Purdue member on the PFW Foundation Board of Directors.
 - v. Additionally, in order to continue the work started this year prior to COVID - 19, it is recommended that the Executive Committee of the Board of Directors serve another year in their current positions.
 - David Molfenter, President
 - Larry Weigand, Vice President
 - Glenn Rossman
 - JoAnn Brouillette
 - Tom Wyss
 - vi. The nominations were approved unanimously.

2. Purdue Fort Wayne Foundation Board Reports and Announcements

- a. Announcement Public Member Changes (David Molfenter, Foundation President)
 - i. New Members - Sandra and Miles Davis, and Joan and Gary Hey.
 - ii. Recognized the passing of members: Darlene Richardson and Daryl Yost.
- b. Report of Board of Director and Executive Committee (David Molfenter, President)
 - i. 2019-20 was a busy year for the Foundation with three large accomplishments:
 - Refine our purpose as we entered the second year as PFW.
 - a. Vision - Ignite university pride and community generosity to foster a culture of philanthropy that continues Purdue University Fort Wayne's legacy of growing difference makers. (Shared vision with the PFW Office of Development and Alumni Relations)

- b. Mission - Cultivate and steward resources that are invested into Purdue University Fort Wayne to educate and engage our students and communities with purpose by cultivating learning, discovery, and innovation in an inclusive environment.
- Revised our Committee Structure by adding two committees to allow for deeper community engagement and increased financial oversight.
 - a. Finance and Audit Committee
 - i. Assist the Purdue Fort Wayne (PFW) Foundation executive committee and board of directors in fulfilling its oversight responsibilities related to assets, income, and expenses consistent with the foundation's long-term goals and coordinate an annual audit.
 - ii. Chaired by the President of the Board of Directors.
 - b. Resource Development Committee
 - i. Provide guidance and collaborative efforts to the Office of Development and Alumni Relations to engage donors, foundations, funders, and community partners to increase Purdue University Fort Wayne's ability to achieve its strategic.
 - ii. Chaired by the Vice President of the Board of Directors.
- Created and implemented Policies and Procedures to ensure consistent management and governance over time.
 - a. Unrestricted funds, accounts payable approval and signature guidelines
 - b. Analyze Foundation budget and use of unrestricted funds
 - c. Develop application and review process for organizations to request funding and/or use of land owned by the Foundation
- ii. The plans for Fiscal Year 2020-21:
 - Invite community members and Foundation members to join committees
 - Strategic Planning
 - Assist Purdue Fort Wayne in achieving its aspirations
- c. Report of Purdue Fort Wayne Foundation Treasurer (Jim Almond, Foundation Treasurer)

Each year the audit is conducted by the Purdue Internal Audit office. The financial statements were audited to and found to appropriately represent the Foundation's financial position. There were no findings identified in the audit process.

 - The statement of financial position reflects the Foundation assets and liabilities.
 - a. The total assets for FY20 were \$18,172,101 primarily driven by an increase in cash balances in anticipation of Horizon League and Summit League payments scheduled in July 2020.
 - b. Total liabilities for FY20 were \$290,781; an increase of \$264,653, driven primarily by an accrual of \$288,334 for a July 1, 2020 exit payment to the Summit League.
 - c. The total net assets for FY20 were \$17,881,320; an increase of \$136,110 over FY19.

- d. The total Revenues, Gains and Other Support for FY20 were \$1,548,757; a decrease of \$744,134 over FY19, primarily due to: lower contributions (\$136K), unrealized loss in investment due to market changes (\$538K) and lower miscellaneous income (\$97K).
- e. The total Expenses for FY20 were \$1,412,647; a decrease of \$672,243, primarily due to fewer FY20 transfers to the PFW campus versus FY19, the Park 3000 payment of \$300K in FY19, the Lutheran gift of \$200K transferred to PFW in FY19, and funding \$70K for Economic Impact Study in FY19.
- f. The change in Net Assets increased \$136,110 for FY20, versus an increase of \$208,001 in FY19.
- The endowments supporting PFW have a total market value of \$58.5M as of June 30, 2020.
 - a. \$6.9M or 12% of the endowment is from gifts to the PFW Foundation and \$51.6M or 88% of the endowment is from gifts to Purdue University in support of the Purdue Fort Wayne Campus.
 - b. For the investment Management \$10.4M is managed by Monarch Capital, Fort Wayne, from gifts received from the Auer Foundation and \$48.1M is managed by the Purdue Research Foundation as part of the endowment investment pool.
- ii. The investment Report for Purdue Research Foundation was presented by David Cooper, the Chief Investment officer.
 - The Office of Investments team imperatives for endowment assets are:
 - a. Achieve a long-term total rate of return for the Endowment that is greater than distributions, inflation, and all costs.
 - b. Achieve the needed long-term rate of return as efficiently and effectively as possible by focusing on net return per unit of risk (Sharpe Ratio¹ > 0.50).

3. Purdue University Fort Wayne Leadership Reports

- a. Chancellor's Report (Ron Elsenbaumer, Purdue University Fort Wayne Chancellor)
 - i. We are off to a fantastic start this fall, despite months of disruption and uncertainty as a result of the enormous impact the coronavirus pandemic has had on our university community.
 - ii. Our students are back on campus in person and adjusting to the new realities of face masks and social distancing. Our faculty and staff, who spent more than three months working remotely, have also returned to campus for the most part. In order to reduce density on campus, some who do not have student-facing or student-support responsibilities continue to work remotely.
 - iii. This is what our campus looked like during March, April, May, and June. This is certainly not what we're accustomed to seeing during the time that our students would normally be concluding the academic year and that seniors would be gathering with family and friends for Commencement.
 - iv. And this is what our campus looked like during the first week of classes in late August. Our dedicated faculty and staff rallied over the summer to develop an extensive return-to-campus plan

that ensured we could reopen campus safely and welcome students back to campus for the fall semester. This was no easy feat.

- v. In May, we created a PFW Prepared Committee charged with preparing the physical aspects of campus, as well as developing safety protocols and good practices for both faculty and students. You'll hear more about that from Jeff Malanson and Greg Justice in just a few minutes. Two things are central to our plans to maintain a safe environment—a requirement that everyone wear face masks at all times inside campus buildings and an adherence to strict social distancing. I'm pleased to report that our students, faculty, and staff are doing an amazing job of observing these new protocols.
- vi. In addition to the disruption our students have experienced with their academic pursuits and their overall college experience, many of them have also been hit pretty hard by financial challenges—especially those who have lost jobs or whose family members have experienced financial hardships.
- vii. In addition to a successful COVID-19 Student Relief Fund that Ruth Stone will tell you a little more about later, the university also received federal funding under the CARES Act. We were extremely pleased to be able to quickly disburse \$2.6 million in direct financial support to 2,281 students who applied for immediate relief. It's worth noting that the total amount requested by students was more than \$5 million—a clear indication of the financial challenges our students continue to face.
- viii. Two weeks ago, we launched a weekly dashboard that provides data on positive cases and quarantine status among students and employees. This is based on self-reporting, so it is not a comprehensive overview. But it does offer a substantial snapshot of the current environment. We are encouraged by the relatively low numbers of both positive cases and quarantine. If you'd like to take a closer look, the dashboard can be found on our PFW Prepared website.
- ix. As we move forward through the semester, we will continue to be creative and flexible in our ongoing response to this pandemic. As a public institution, we will be guided by best practices and directives from Purdue University, Governor Holcomb, and public health authorities.
- x. I'd like to provide just a couple of updates and perspectives on a few important measures of our progress and success.
 - First and foremost, we completed a comprehensive strategic planning process this year. The entire campus community came together in a spirit of collaboration and big ideas. The plan was endorsed by the Board of Trustees in June, and we are in the first phases of implementation. We are implementing two important objectives this first year: Centralized advising for all incoming students for the first two years and Hiring a Chief Diversity Officer . Both are well underway.
 - Our Strategic Plan will guide every aspect of how we move forward at Purdue Fort Wayne. With a clarity of mission and purpose—and a renewed commitment to our shared values—Purdue Fort Wayne will be well served in the years ahead.

- We have also developed and completed a new campus masterplan for the university. The plan was approved by the Physical Facilities Committee of the Purdue Board of Trustees last week and is expected to be considered by the full Board in October or December.
- A first priority in the implementation of the plan is to address the pressing shortage of on-campus student housing. Our on-campus university housing has been at or above capacity for the past three academic years, and we have relied on area apartment complexes and the Holiday Inn for overflow housing, which is far from optimal but functional. It is important to recognize that Additional on-campus student housing is essential for us to increase enrollment and continue to grow as this region's public 4 year university. As we grow, so does this region's economy and well-being of our community.
- Student recruitment has been incredibly challenging for Purdue Fort Wayne—indeed, for many universities—amid the response to the pandemic and the challenges prospective students and their families face. Our overall enrolled student headcount is down about 4 percent this fall at PFW. While it's not where we wanted to be, we are cognizant and somewhat relieved that it could have been much, much worse. As a reminder, this is the last year of the PFW teach-out of IU degree seeking students. As we finalize the shift of our nursing, medical imaging and dental education students to IUFW, IUFW enrollments this year increased by 10%. It's also worth noting that more than 1,200 students who had been admitted report that they opted not to attend college anywhere this fall. We are looking forward to reaching back out to them for the opportunity to join us this Spring semester.
- Nevertheless, we made some very encouraging enrollment gains this Fall. For instance, we achieved a dramatic increase in student retention this year—up almost 3 percent. Likewise, our graduate student enrollment increased by almost 3 percent. This is especially encouraging considering the challenges and complexities of recruiting international students. And clearly demonstrates to us the importance of expanding graduate education at PFW.
- We remain undeterred and continue a hard press on recruitment. We are redoubling our efforts—including a new marketing campaign that launches in a few weeks—and are aggressively targeting prospective students from all over Indiana, across the Midwest, and beyond.
- We are very pleased that Purdue Fort Wayne continues to attract new faculty who are at the top of their field. This fall, 34 new faculty members joined the university — including six tenured or tenure-track faculty and 28 clinical, continuing, or visiting lecturers.
- Last year at this time, we had just announced two outstanding opportunities for the university, thanks in large part to the generous support of the Purdue Fort Wayne Foundation.
- First, with significant contributions from the Purdue Fort Wayne Foundation and others, we purchased the building on East Coliseum Boulevard that was then known as Park 3000. That

facility was renamed the Richard T. Doermer School of Business building—and following renovations this past summer, will become the new home of our Doermer School of Business next month. Several of our administrative offices will also be housed there—freeing up prime academic space in the campus core.

- Second, as you well know, the worst-kept secret for many years was the university’s interest in joining the Horizon League Division I athletics conference. Those discussions culminated in our acceptance into the Horizon League last year. This past July, Purdue Fort Wayne officially became a member.
 - It’s disappointing that our student-athletes are unable to compete this fall as a result of the league’s suspension of competition due to the coronavirus. However, we look forward to the time that our student-athletes will have the opportunity to compete in this prestigious conference. Membership will bring new levels of competition and will create exciting new rivalries that will help build community and support — especially among our alumni.
 - I’d like to especially thank the Foundation again for its support of these two important initiatives — and for many other initiatives important to our campus and the region.
- xi. While we celebrate these successes, we have some challenges ahead of us.
- As I mentioned before, a significant challenge is that our student housing is now at full capacity for the third year in a row. We now have 1,280 students living in university-contracted housing.
 - While on the surface this is a great problem to have, the lack of student housing will severely limit our enrollment growth if not addressed decisively. This is a very important realization for our campus as our student population has significantly shifted over the last 10 years from part-time students to more Full-time, direct from high school students.
 - We must actively pursue opportunities to build new housing that will accommodate the increasing numbers of students we are recruiting from outside the region and the state.
 - Finally, we are rapidly approaching the 2021 session of the Indiana Legislature.
 - a. In addition to maintaining our state appropriations, our singular priority for the session is to continue to pursue the \$2 million appropriation we requested in the 2019 session. This funding will support the hiring of 15 new faculty positions in the critical needs areas of:
 - i. Materials, Biomaterials, and Bioengineering
 - ii. Data Science, Applied Statistics, and Computer Information Systems, and
 - iii. Strategic and Risk Management, Financial Services, and Financial Information Systems
 - b. These areas of strategic academic investment are directly aligned with the documented regional needs for business and industry, as well as the broader needs of the state of Indiana. I hope we can count on your support with our state legislators.
- xii. I know there are many other things we could be talking about, but I would like to stop here and Thank you for the opportunity to provide some important updates today.

- b. Preparing for the Return of Students (Jeff Malanson, University COVID-19 Point of Contact and Greg Justice, Associate Vice Chancellor for Facilities Management)
 - i. In the 4th week of March 2020, the University closed all buildings and moved to a Remote Instruction model, based on CDC recommendations and Purdue and State policy. Only essential personnel were present on campus during this time. A Virtual Emergency Operations Center (EOC) was created and continues to meet on a weekly basis to address the threats of the virus and maintain operations for the campus.
 - ii. In May of 2020, 22 Task Forces were formed composed of 140 faculty and staff. They focused on 8 scenarios for how the 2020-21 academic year could play out and considered all aspects of university operations, including academics, student success, student life and support, housing, research, community engagement, auxiliary enterprises, and coordination with IU Fort Wayne. The findings of these task forces informed all aspects of subsequent planning and comprehensive recommendations were developed on various aspects of university operations, including the academic calendar.
 - iii. There were several planning keys to opening in the fall.
 - Communication of the University Efforts in combating the virus.
 - The organization of a broad oversight group to guide the University efforts. This led to the PFW PREPARED Committee creation.
 - Designation of a central COVID contact person for the campus.
 - The need for guidelines for faculty when dealing with various instructional models.
 - Physical determination of protection measures for students, faculty, and staff.
 - iv. The core areas of concerns in preparing the campus were: communication, instructional preparedness, sanitation and cleaning, building configurations, and personal protective equipment.
 - To communicate key information, a University COVID-19 Point of Contact was appointed, the PFW Prepared website and weekly newsletter were created along with weekly PFW Prepared Q&A Sessions, and there were focused efforts on getting the right information into the hands of students, staff, and faculty at the right time.
 - Instructional preparedness included finalizing the schedule of classes and determining what the “new normal” would be for teaching and learning.
 - a. Over 200 courses were moved online and more than 500 courses were moved into larger classrooms to facilitate physical distancing.
 - b. Some courses were converted to a hybrid model.
 - For sanitation and cleaning the custodial presence was increased.
 - a. A local company was hired to provide an additional 30% boost to our cleaning staff to clean during the daytime, all classrooms are cleaned 2x daily and public surfaces continually, and all classrooms have a sanitation station with hand sanitizer, disinfectant, towels, and wipes.

- b. A product called Bioesque, which is plant based (Thymol) and kills Coronavirus in 4 minutes or less, is being used for campus-wide cleaning in spray bottles, wipes, etc. Hand sanitizer that is sourced locally (Fort Wayne and Huntington) has been made available to all departments, in all classrooms, and in many corridors and entryways and all classrooms are equipped with a sanitation station.
- c. Buildings were reconfigured to allow social distancing. Seating was de-densified in auditoriums, classrooms, and common areas, and teaching is now being done in the largest spaces on campus. Pedestrian traffic is being managed to create social distancing with one-way corridors, lanes, dedicated entrances, and exits and directions are given by signs, floor decals, taping, and stanchions. Classrooms have dedicated entry and exit points, where possible. Actions are reinforced by signs and decals and students are prompted to wait their turn and not crowd each other in classrooms.
 - Personal protection guidelines were created. Good habits are encouraged for all residents of campus, CDC recommendations and ASHRAE guidelines for Indoor Air Quality are being followed, masks have been provided and distributed, special teaching accommodations have been made and face shields and clear masks have been provided, clear screens are in every teaching space, and the campus is working with the Indiana Department of Health.
- v. Efforts are ongoing to protect students and Staff. The campus is using an online instructor survey to collect feedback on classroom conditions, which allows us to be aware of issues and change rooms where necessary and also allows rapid response to potential issues (most have been less than 24-hour turnaround). The university administration is updating policies and practices as conditions dictate in a real time environment and information and data from current experiences with classroom utilization are allowing planning for the 2021 Spring semester to occur.
- c. Report for the Office of Development and Alumni Relations (Ruth Stone, Vice Chancellor for Development and Alumni Relations)
 - i. The office of Development and Alumni Relations has had a year of transition. We went from reactive to Proactive and completed our strategic plan, performed a cost benefit analysis, restructured staff positions, reporting, and expectations and filled mission-critical open positions – administrative assistant, grant writer, director of alumni relations, annual giving and donor stewardship. We are increasing our consistency and efficiency by improving data management, leveraging system expertise, creating policies and procedures and holding consistent meetings and communicating consistently. We are making our case by sharing student successes, communicating intentionally and defining impact. We are expanding our reach through the hiring of a Director of Alumni Relations, reigniting the Mastodon Alumni Community, providing fundraising education for 40 people across different units, including the deans and athletic director and creating fund development plans for all units and successfully completing Day of Giving for the second year.

- ii. We had a tremendously successful Day of Giving this year with over \$470,500 raised in comparison to \$277,00 raised in 2019 and 634 gifts compared to 215 gifts in 2019.
- iii. We currently have 228 endowments with 6 new endowments established during FY2020. The total market value of the endowments is \$58,476,662.
- iv. We received \$4,679,518 in gifts for FY20 compared to \$6,656,991 in FY19 with a six-year average of \$5,923,227. The Source of gifts breaks down into 20% from alumni, 21% from corporations, 1% from other organization, 25% from foundations and 33% from friends. The purpose of gifts breaks down into 41% student support, 15% faculty support, 1% facilities, 38% programs and projects and 5% unrestricted.
- v. The funding priorities include: scholarships, the transition from the Summit to the Horizon League, the Richard T. Doermer School of Business building, student housing, the advanced manufacturing and technology building and the art gallery.

4. Other Business - Reminders (David Molfenter, Foundation President)

- a. The 2021 Annual Meeting will be on Tuesday, September 21.
- b. Board members were asked to review and complete the Conflict of Interest and Confidentiality form and sign them electronically via DocuSign.
- c. Mr. Molfenter thanked Ruth Stone, Mia Starr, and the rest of Ruth's staff for all the efforts in making a different scenario work very well.
- d. Mr. Molfenter also thanked everyone for attending.

5. Adjourn