

**THE PENNSYLVANIA STATE UNIVERSITY  
BOARD OF TRUSTEES**

**COMMITTEE ON GOVERNANCE AND LONG-RANGE PLANNING  
MINUTES OF MEETING  
VOLUME GLRP 51**

**Sept 7, 2023**

A meeting of the Committee on Governance and Long-Range Planning was held at the Eric J. Barron Innovation Hub on Thursday, September 7, 2023.

The following Trustees, constituting a quorum, were present: Chair Potts, Vice Chair Hoffman, Amorós, Beard, Bendapudi, Delligatti, Gursahaney, Kleppinger, Onorato, Riegel, Rowland, and Schuyler. Emeriti Trustee Oldsey was also present.

Staff members in attendance were Harlow, Harvey, Kennedy-Phillips, Oman, Pell, Schwartz, Smith, Oziemblowsky, and Thorndike.

The meeting was called to order by Chair Potts at 1:00 p.m.

Chair Potts welcomed all attendees and reminded those attending via Livestream the meeting agenda and supplemental information was available at [www.trustees.psu.edu](http://www.trustees.psu.edu). After Oziemblowsky confirmed a quorum of the Committee was in attendance, Chair Potts greeted new Committee members Bob Beard, Naren Gursahaney, and Tracy Riegel. She further recognized World Campus Student Government Association Vice President Olu Ajisafe, Graduate and Professional Association President Lawrence Miller, Past Chair of the University Faculty Senate and Assistant Teaching Professor of Anthropology, History, and Women's Studies at Penn State Altoona Beth Seymour, who previously served on FBCP, AARSL, and EQHR Committees.

Chair Potts called for a motion to approve the April 20, 2023 meeting minutes, which was put forward by Trustee Hoffman, seconded by Trustee Delligatti, and unanimously approved.

Chair Potts requested a motion to approve the recommendation of Chair Schuyler of Naren Gursahaney for At-Large membership to the Executive Committee. Trustee Delligatti put forward the motion, Trustee Riegel seconded it, and it was unanimously approved.

Trustees Hoffman, Delligatti, and Riegel served on a committee to consider Emeriti status for Alice Pope, Walt Rakowich, and Alex Hartzler, and they recommended to put forth all three to the full GLRP Committee for Emeriti Trustee status. Chair Potts called for a motion to approve their Emeriti status, which was put forward by Trustee Kleppinger, seconded by Trustee Riegel, and unanimously approved.

Chair Potts supplied an update on the Board Internal Assessment survey, Skill Set Inventory and retreat held in August. The GLRP Committee spent last spring working with OPAIR to develop a timeline and process for conducting an updated Board skill set assessment and an internal board assessment to assess the efficacy of the work of the board and to plan work of the board. Nicholas Rowland, Dan Delligatti, and Chris Hoffman participated in reviewing and updating the Board assessment conducted in 2019. The response rate for the board assessment was 76%.

A wide range of substantive topics were discussed at the Board's retreat, including the Board's self-assessment and skill set inventory. Peter Eckel, Senior Fellow and Director of Leadership Programs at the Graduate School of Education, University of Pennsylvania, facilitated a robust discussion on Trustees governance and how to be a more strategic board with focus on oversight, problem solving and looking toward the future. The Board also had the opportunity to hear from each of the Goal Leads and Co-Leads on the strengths, challenges and opportunities for the President's Five Goal areas. From this, the Board generated strategic questions to guide the work of the Board's committees in the upcoming year.

Further, the Board discussed several important conclusions of the self-assessment at the retreat,

including a focus on the Board becoming more diverse and smaller, further work on the Trustee code of conduct, and relationship-building with constituencies. Chair Potts noted GLRP will be taking up several recommendations offered during the retreat and the Board Internal Assessment, with the intention of inclusion of the entire Board's input regarding structure and governance processes and procedures.

Trustee Kleppinger thanked Chair Potts for her and the GLRP Committee's hard work on the Board retreat to focus Trustee attention on strategic objectives and how they interact collaboratively with the President's goals. Chair Potts additionally thanked administration, faculty, and staff who facilitated the retreat and follow-on data summaries.

Chair Potts noted reports are generated and available publicly regarding expenses to conduct the bimonthly meetings of the Board of Trustees. A report of the meeting held in May 2023 and July 2023 is available for the trustees on the board portal as well as [www.trustees.psu.edu](http://www.trustees.psu.edu).

The meeting can be viewed in its entirety [here](#).

With no other business coming before the Committee, the meeting was adjourned at 1:20 p.m.

Respectfully submitted,

Thomas J. Oziemblowsky  
Associated Director  
Office of the Board of Trustees

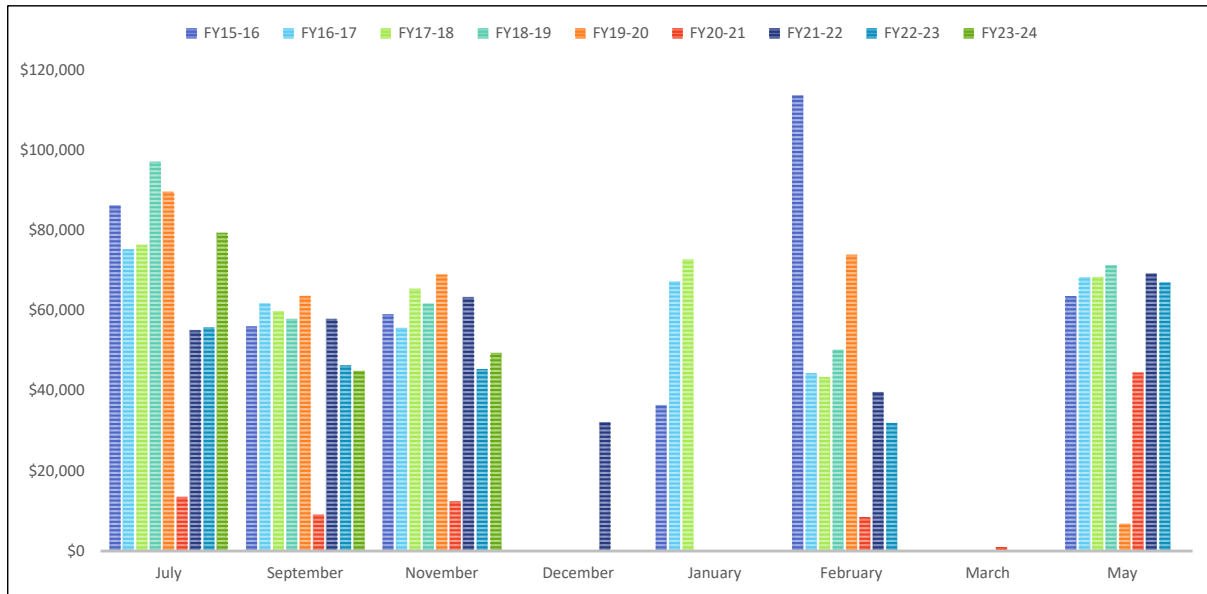
**Board of Trustees Meeting and Events  
Penn State University Park  
Nov 2023**

**Direct Meeting Expenses**

Purchased University Services (Fleet, Venue)	\$1,283
Hotel Accomodations	\$23,602
Purchased University Services (Meals and Break Services (Catering, Rentals))	\$11,522
Reimbursed Travel	\$3,109
Miscellaneous	\$1,519
Legal Advertising	\$519
<b>Total Direct Meeting Expenses</b>	<b>\$41,554</b>
<b>Reception/Dinner</b>	<b>\$7,880</b>
<b>Total Meeting Expenses</b>	<b>\$49,434</b>

### Total Board Meeting Expenditures by Fiscal Year | FY15-16 through FY23-24

	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	AVERAGE
July	\$86,267	\$75,268	\$76,263	\$97,147	\$89,544	\$13,545	\$55,036	\$55,792	\$79,293	\$69,795
September	\$56,059	\$61,829	\$59,767	\$57,923	\$63,623	\$9,169	\$57,873	\$46,379	\$44,928	\$50,839
November	\$59,151	\$55,701	\$65,354	\$61,790	\$68,966	\$12,490	\$63,258	\$45,434	\$49,434	\$53,509
December	\$0	\$0	\$0	\$0	\$0	\$0	\$32,213	\$0		\$4,027
January	\$36,485	\$67,315	\$72,621	\$0	\$0	\$0	\$0	\$0		\$22,052
February	\$113,687	\$44,409	\$43,415	\$50,308	\$73,860	\$8,480	\$39,687	\$31,984		\$50,729
March	\$0	\$0	\$0	\$0	\$0	\$994	\$0	\$0		\$124
May	\$63,609	\$68,323	\$68,232	\$71,331	\$6,972	\$44,491	\$69,120	\$66,965		\$57,380
<b>TOTAL</b>	<b>\$415,257</b>	<b>\$372,844</b>	<b>\$385,653</b>	<b>\$338,498</b>	<b>\$302,965</b>	<b>\$89,168</b>	<b>\$317,187</b>	<b>\$246,555</b>	<b>\$173,655</b>	<b>\$293,531</b>



**Notes:**

- In February 2021, in-person meetings cancelled due to continued COVID-19 pandemic concerns. The Board met via teleconferencing.
- In November 2020, in-person meetings cancelled due to continued COVID-19 pandemic concerns. The Board met via teleconferencing.
- In September 2020, in-person meetings were cancelled due to continued COVID-19 pandemic concerns. The Board met via teleconferencing.
- In July 2020, in-person meetings were cancelled due to continued COVID-19 pandemic concerns. The Board met via teleconferencing.
- In May 2020, in-person meetings were cancelled due to COVID-19 pandemic. The Board met via teleconferencing.
- In July 2019, the meeting of the Board and the annual Board Retreat were held at Penn State Brandywine.
- In February 2017, the meeting of the Board that was traditionally held at Penn State Hershey (February and March) was moved to the University Park Campus.
- Beginning in January 2016, an annual Board Retreat replaced the January meetings of the Board. Also in 2016, the meeting of the Board that was traditionally held in March was moved to February.

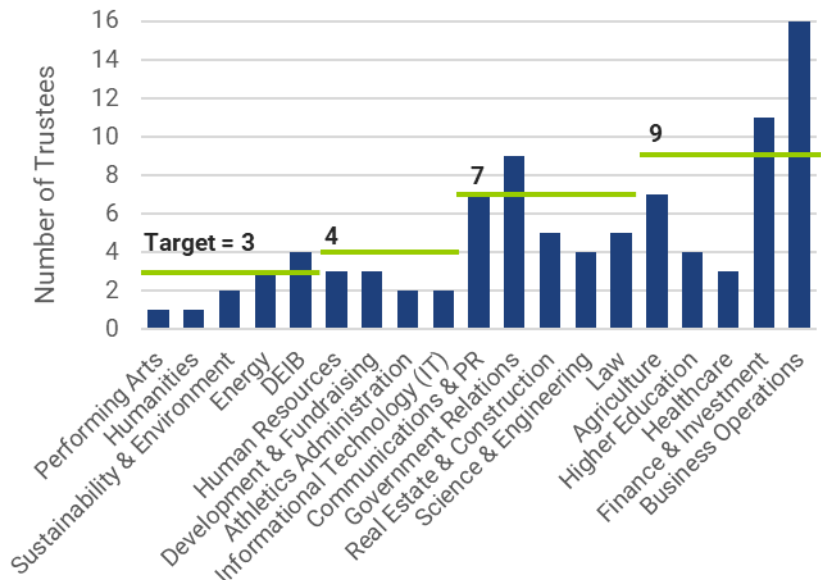


## Penn State Board of Trustees 2023 Skills and Demographics Report

Following the 2022 Board of Trustees skills assessment, the Governance and Long-Range Planning committee analyzed five years of aggregated data. The previous approach aimed to compile a simple list of current skills, but it yielded no discernible differences in recruitment. To enhance the board's effectiveness, changes were made for the 2023 assessment including setting recruitment targets for specific skills, limiting trustees to identifying their top three areas of expertise, and collecting demographic information. These adjustments facilitated a targeted gap analysis to identify areas of expertise with a deficit or overrepresentation. In 2024, all 11 trustees with terms ending are eligible to serve an additional term. The survey and report were prepared by [OPAIR](#) and 87% of the invited trustees elected to participate.

### Skills Inventory

Skills were ranked in order of importance and sorted into four target levels (greater importance = higher recruitment targets). Not all trustees completed the survey, so some of the gaps are due to underreporting. Despite this, there is a clear overabundance of Business Operations experts and a slight overabundance of Finance & Investment, and Government Relations experts at the expense of experts in Healthcare, Higher Education, Informational Technology (IT), Athletics Administration, Humanities, and Performing Arts, all of which are filled at less than 50% of their target.

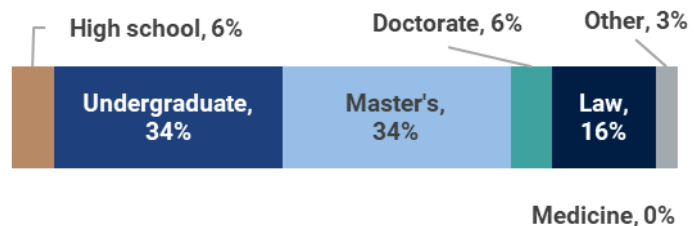


### Race, Ethnicity, & Gender

In 2020, the board announced its goal for at least [50% of its membership to be held by individuals from underrepresented groups by 2025](#). At the time, 32% of the seats were held by individuals from racial, ethnic, and gender underrepresented groups. Today, that number improved to 41%.

### Highest Completed Education

A final way to examine the diversity of the board is through educational experience. A diversely experienced membership can provide intimate knowledge of the wide variety of fields of expertise that the University offers students through its programs. In addition to undergraduate education, the board governs a graduate school, two law schools, and a medical school. Currently, the board does not have any reporting trustees with a terminal degree in medicine.



**NOTE:** While this exercise is important in identification of focus areas, it should not be construed or interpreted to be exclusionary or prescriptive.