

**THE PENNSYLVANIA STATE UNIVERSITY  
BOARD OF TRUSTEES**

**MINUTES OF MEETING  
VOLUME 345**

**Jul 21, 2023**

A meeting of the Board of Trustees was held in McGarvey Commons, Reed Union Building, Penn State Behrend, Erie, PA and via video conference on Friday, July 21st, 2023 beginning at 1:00 p.m.

The following Trustees, constituting a quorum, were present: Schuyler (Chair), Kleppinger (Vice Chair), Bendapudi, Amoros, Beard, Brown, Cairns, de Levie, Delligatti, Detwiler, Dietrich, Dunn, Fenchak, Fenza, Gursahaney, Harpster, Hasenkopf, Hoffman, Lubrano, Lynch, Onorato, Paterno, Potts, Quintos, Rapp, Riegel, Rowland, Schneider, Schuyler, Short, Sokolov, and Wagman. The Governor's non-voting representative, Mr. Myers, was in attendance.

Present by invitation were Emeriti Trustee Doran; constituent representatives Ajisafe, Concepcion, DuFour, Duffey, Egolf, Levandosky, Miller, O'Toole, Serfass, Seymour, Stine, and Wede; staff members Callejo-Perez, Dale, Dowhower, Guadagnino, Harlow, Harvey, Lieb, Massini, Melvin, Moore, Oziemblosky, Pell, Read, Schwartz, Sitzabee, Smith, Thorndike, Wilkes, and Wilson. Also in attendance by invitation were Darbeau, Ford, Beauchamp, Hippo, and Wilt.

Chair Schuyler opened the meeting by thanking Penn State Behrend for hosting this year's commonwealth campus visit of the Board of Trustees. He noted the Board of Trustees was honored to visit Behrend on the celebration of the 75th anniversary of the founding of the campus, which is now one of Penn State's largest campuses. With 4,500 enrolled in over forty degrees and involved in more than 140 student clubs on an 854-acre campus, Penn State Behrend is key to the academic journeys and economic development in northwestern Pennsylvania and beyond. The pride and dedication of faculty, staff, students, alumni, advisory board members, and many other stakeholders makes Behrend special, evident in the newly opened Erie Hall, a collaborative effort whereby students self-funded over forty percent of the twenty-eight-million-dollar cost to create a premier fitness and training facility that will support student's mental, physical, and wellness health.

Chair Schuyler welcomed new Trustees, including alumni elected Ali Krieger; Bob Beard and Karen Quintos elected by the Board of Trustees to represent business and industry endeavors; Kevin Schuyler, a student in the Eberly College of Science; and Kelley Lynch, who will assume a two-year seat as the immediate past president of the Penn State Alumni Association.

Chair Schuyler recognized new executive and academic leadership appointments since the Board of Trustees last meeting in May, including: Andrew Read, director of the Huck Institutes of the Life Sciences, who has been selected to serve as interim senior vice president for research at Penn State during the two-year appointment of Lora Weiss as director of the U.S. Department of Commerce's CHIPS Research and Development Office; Keith Brautigam, deputy chief information officer (CIO) and chief information security officer (CISO), has been selected to serve as interim vice president for Information Technology and CIO, replacing Jennifer Stedelin, who announced her departure from the University in May; Kyle Crain, director of consulting and architecture and information security architect for Penn State IT Information Security, has been named acting chief information security officer (CISO) for Penn State while Keith Brautigam serves as interim vice president for information technology and chief information officer; Jeff Adams, associate vice president and senior associate dean for Undergraduate Education, has been selected to serve as interim vice provost and dean for Undergraduate Education, replacing Yvonne Gaudelius who returned to a faculty position in the School of Visual Art; and David M. Callejo Pérez has been named interim vice president for Commonwealth Campuses, following the departure of Kelly Austin, who recently assumed the role of senior vice president and provost at his alma mater, Embry-Riddle Aeronautical University.

Chair Schuyler welcomed and recognized several academic leaders who recently assumed leadership roles, to include: Karen Kim, vice provost for research at the University of Chicago, who has been named dean of Penn State College of Medicine, effective Sept. 1<sup>st</sup>, succeeding Kevin Black, who served as interim dean since 2019; Lara Fowler, teaching professor of law at Penn State Law and researcher, who

has been named director of the Sustainability Institute at Penn State and the University's chief sustainability officer; Andrea Tapia, associate dean for research and professor in the Penn State College of Information Sciences and Technology (IST), who has been named interim dean for the college, following the departure of Andrew Sears, who recently announced his departure from the University effective July 31, 2023; and Carey McDougall, chief academic officer at Penn State Beaver, has been named the campus' interim chancellor, following the departure of Jenifer Cushman, who recently was named president of the University of Maine at Augusta. Chair Schuyler further recognized B. Stephen Carpenter, II, the Michael J. and Aimee Rusinko Kakos Dean in the College of Arts & Architecture, as the new Chair of the University's Academic Leadership Council (ALC), serving through July 2024.

Chair Schuyler recognized President Bendapudi and Vice Provost for Penn State Global Dr. Roger Brindley for their leadership and efforts to continue to advance Penn State's global reputation and impact. He noted Penn State jumped ten positions in the recently released 2024 QS World University Rankings, placing the University in the top 6% worldwide among the 1,500 institutions ranked by QS, which is considered one of the three most respected international university ranking systems. As one of three co-chairs of a new Association of American Universities (AAU) task force focused on strengthening partnerships between universities in the United States and India, Dr. Bendapudi is leading discussions on strengthening academic and research partnerships among institutions of higher education in both nations. In June, she was one of eight U.S. academic leaders to meet with Indian Prime Minister Modi to discuss research collaborations and two-way academic exchanges under India's New Education Policy. These global strategic efforts reinforce Penn State's commitment to preparing students from all backgrounds for lifelong success and the global impact of Penn State's interdisciplinary research.

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. He acknowledged the Board received several public comments, referenced in meeting materials. Submitted comments are available on the Board's website.

Shannon Harvey, Assistant Vice President/Secretary, Office of the Board of Trustees, reported all Trustees were present except for Trustees Black, Krieger, Mumin, Pegula, and Redding, constituting a quorum.

### **Consent Agenda Action Items**

Chair Schuyler noted that there was one Consent Agenda Action Items for consideration before the Board. A motion to approve Consent Agenda Action Item A was seconded and approved by the Board.

#### **A. Approval of Minutes from May 5, 2023 Meeting**

### **Reports from Standing Committees**

Chair Schuyler called for reports from the Standing Committees. Any action item considered and voted on in the Committee was included in reports by the respective Committee chairs. The full Board was asked to consider Committee recommendations at the conclusion of each report.

#### **A. Committee on Academic Affairs, Research and Student Life**

Chair Wagman reported that a quorum of the Committee on Academic Affairs, Research and Student Life met on Thursday, June 15<sup>th</sup> 2023 to discuss Strategies for Strengthening and Expanding the Research Enterprise at Penn State in support of Dr. Bendapudi's goal to grow interdisciplinary research excellence and the Committee's charge to participate in future strategic directions for the research enterprise to ensure that research and academic programs are consistent with the university's mission and strategic plan, and that adequate resources are provided. Penn State's senior vice president for research Lora Weiss highlighted how Penn State is a national leader in interdisciplinary research and a driver of progress impacting all aspects of society, from knowledge creation to economic development to national security. To continue this research success, a combination of strategic leadership, investments, partnering and positioning will be required.

A panel of faculty research leaders from across the University shared their assessment of Penn

State's research strengths and opportunities. Primary strengths include the establishment of interdisciplinary research institutes and a culture of collaboration. To capitalize on opportunities the faculty panel stressed the importance of making strategic investments in top faculty, staff and students; in seed grants that enable bold forays into new research directions, rapid response to emerging needs and in world-class facilities and operations.

The next meeting of the Committee on Academic Affairs, Research, and Student Life is scheduled in a joint educational conference session with the Governance and Long-Range Planning Committee for Monday, July 24<sup>th</sup> from 11:00 a.m. to 12:00 p.m. with an agenda of discussing shared governance and what it means in higher education and at Penn State.

There were no action items presented to the Board.

**B. Committee on Audit and Risk**

Vice Chair Brown reported that a quorum of the Committee on Audit and Risk met on Tuesday, June 20<sup>th</sup>, 2023, and unanimously approved the May 4<sup>th</sup>, 2023 meeting minutes. The Committee also reviewed and approved an internal audit plan for fiscal year 2023 presented by Plante Moran representatives Vicki VanDenberg, Katie Thornton, and Oliver Jurkovic. The audit will review the financial statements and major federal programs, as well as internal controls and key processes for Penn State, Penn State Health, and other consolidated entities. The Committee also held a conference session meeting individually and privately with management, the Plante Moran representatives and the Committee only.

There were no action items presented to the Board.

**C. Committee on Equity and Human Resources**

Chair Schneider reported that a quorum of the Committee on Equity and Human Resources met on Tuesday, June 13<sup>th</sup>, 2023, approved the meeting minutes from the April 20<sup>th</sup> meeting, and received an update from Jennifer Wilkes, vice president for Human Resources and chief human resources officer, on the University's compensation modernization initiative. The initiative is moving into its final phase of implementation and communication, with managers having completed validation of job profiles and levels for their employees. Staff received notifications of the new job profiles and levels in late June.

Chair Schneider noted The compensation modernization initiative has helped Penn State expand the number of job families, job profiles and job levels, allowing the University to more accurately capture and describe employees' various roles and responsibilities across the institution while creating a career track for professionals to grow and advance in their career without a required move to a supervisory or managerial role.

Chair Schneider stated the Committee also held an educational conference session to receive an update on the University's employee turnover and headcount data. Overall Penn State's turnover is lower than the national average and the higher education average.

There were no action items presented to the Board.

**D. Committee on Finance, Business and Capital Planning**

Chair Fenza reported that a quorum of the Committee met on Thursday, July 21<sup>st</sup>, 2023. The Committee approved the May 4<sup>th</sup> 2023, *Meeting Minutes*. The committee also received a State Budget update from Vice President for Government and Community Relations Zack Moore and an update from Sara Thorndike on the successful sale of \$231M of tax-exempt bonds that occurred on June 21<sup>st</sup>, 2023 and the status of borrowing and remaining debt capacity as detailed in the University's Capital Plan and Borrowing Report.

Chair Fenza stated the Committee considered and approved two action items, which are items

4.d.1 and 4.d.2 on the Board's agenda. For each item requiring a Board vote today, Chair Fenza reported the committee's recommendations for each action item.

Item 4.d.1. The proposed sale of Navy Yard Properties – 661 Building and the 7R Building. The committee unanimously approved this item.

Item 4.d.2. The proposed Operating Budgets for Fiscal Years Beginning July 1, 2023, and July 1, 2024, with Corresponding Tuition, Fees, and Room and Board Charges. The committee unanimously approved this item.

### **Action Items**

#### **4.d.1) Proposed sale of Navy Yard Properties – 661 Building and the 7R Building**

The Committee on Finance, Business and Capital Planning recommended that the Board of Trustees approve resolution 4.d.1. Sara Thorndike provided supporting remarks and context for this item. A motion to approve the following resolution concerning 661 Building was put forward by Trustee Lubrano, seconded by Trustee Amoros, and unanimously approved by the Board. Further, a motion to approve the following resolution concerning 7R Building was put forward by Trustee Lubrano, seconded by Trustee Riegel, and unanimously approved by the Board.

RESOLVED, That the Board of Trustees approves the sale of 1.10793 acres and all improvements located at 4960 S. 12th Street, City and County of Philadelphia, Pennsylvania, to IBEW Local 98, its successors or assigns, in the amount of \$11,250,000.

FURTHER BE IT RESOLVED, That the Officers of the University are authorized and directed to execute and deliver any agreements, deeds, instruments or other documents and to take such other actions as are necessary to make effective this resolution.

RESOLVED, That the Board of Trustees approves the sale of 1.047 acres and all improvements located at 1101 Kitty Hawk Avenue, City and County of Philadelphia, Pennsylvania, to Electrical Workers Joint Apprenticeship and Training Trust Fund, its successors or assigns, in the amount of \$7,250,000.

FURTHER BE IT RESOLVED, That the Officers of the University are authorized and directed to execute and deliver any agreements, deeds, instruments or other documents and to take such other actions as are necessary to make effective this resolution.

#### **4.d.2) Proposed Operating Budgets for Fiscal Years Beginning July 1, 2023, and July 1, 2024, with Corresponding Tuition, Fees, and Room and Board Charges**

The Committee on Finance, Business and Capital Planning recommended that the Board of Trustees approve resolution 4.d.2. Sara Thorndike provided supporting remarks and context for this item. A motion to approve the following resolution was put forward by Trustee Sokolov, seconded by Trustee Schneider, and approved by the Board. Trustees Brown, de Levie, Fenchak, Lubrano, and Paterno voted against the motion, with Trustee Dunn abstaining.

RESOLVED, that the proposed University budgets for fiscal years 2023-2024 and 2024-2025 and corresponding tuition, fees, room and board are approved.

### **E. Committee on Governor and Long-Range Planning**

Chair Potts reported on the activities which occurred since the Committee on Governance and Long-Range Planning last meeting in May, to include an internal assessment for the Penn State Board of

Trustees and an update to the Board's Skills Assessment. The goal of the internal assessment is to assess the efficacy of the Board going forward. The report from the internal assessment and the Board's updated skills assessment, both of which were launched on June 5th, will be reviewed at the Board's Retreat scheduled for August 17th and 18th.

Chair Potts noted Trustees Hoffman, Delligatti, and Riegel have agreed to serve as the Emeritus Review Committee to review the service records of those Trustees eligible for Emeritus Status and bring a recommendation to the Committee and the Board at its September meeting.

The next meeting of the Committee on Governance and Long-Range Planning is scheduled in a joint educational conference session with the Academic Affairs, Research, and Student Life Committee for Monday, July 24th from 11:00 a.m. to 12:00 p.m. with an agenda of discussing shared governance and what it means in higher education and at Penn State.

There were no action items presented to the Board.

#### **F. Committee on Legal and Compliance**

Chair de Levie reported that a quorum of the Legal and Compliance Committee held an educational conference session on Thursday, June 15<sup>th</sup> 2023 in which Vice President for Research Lora Weiss and Chief Ethics and Compliance Officer Tabitha Oman provided an update in support of the Committee's assigned risk oversight responsibility for risks related to the responsible conduct of research, the integrity of research activities, and related issues arising in regulated research areas. The Committee also received an update on current legal issues.

There were no action items presented to the Board.

#### **G. Committee on Outreach, Development and Community Relations**

Chair Sokolov reported that a quorum of the Outreach, Development and Community Relations Committee met on Thursday, June 15<sup>th</sup> 2023 to receive final updates against goal metrics from the Alumni Association, Development, Government Relations, World Campus, and a final report on the Alumni Election. All these updates are included in the Board of Trustees 2022/2023 Priorities Tracker.

Chair Sokolov noted in Development under Interim Vice President for Development and Alumni Relations, Dave Lieb, receipts were over \$305M, commitments were over \$372M and the overall donors 230,500, all of which exceeded established goals. Under Paul Clifford, CEO, Alumni Association increased membership up to almost 175,000 and had engagements of over 108,000 plus 67,000 engagements through the Alumni Career Direct Services, both of which exceeded established goals. Government Relations under Vice President Zack Moore exceeded its goals on Social Media Engagement, the number of advocates in the Advocate Penn State program and the Advocate Penn State Petition Campaign. The World Campus under Renata Engel, Vice Provost, increased new undergraduate and graduate student enrollment, and Term One retention for undergraduate and graduate students both in excess of stated goals.

Chair Sokolov stated the Committee received an in-depth briefing on Penn State's Social Media Strategy. This topic was in support of the committee's responsibility to review short and long-term communications plans and initiatives that support University priorities and protect and advance the University's reputation. Vice president for communications Rachel Pell and her team discussed how Penn State's social media platforms are being leveraged to strengthen the University's reputation for academic, research and service excellence; to protect and advance Penn State's reputation for integrity; to nurture pride and attachment to the institution; to drive support for the University's major leadership needs and priorities; and to grow the value of a Penn State degree.

There were no action items presented to the Board.

#### **Subcommittee on Compensation**

Chair Schneider noted a quorum of the Subcommittee in Compensation was present and asked for the

Subcommittee's consideration to make a recommendation to the Board of Trustees regarding the approval of the 2023/2024 Presidential Goals and Objectives for which the subcommittee met on July 12, 2023 in executive session with President Bendapudi to review the Goals and Objectives and then with the full Board earlier this morning in executive session to review the Goals and Objectives.

A motion was put forward by Trustee Delligatti to recommend to the Board of Trustees that the President's 2023/2024 Goals and Objectives be adopted and approved by the Board of Trustees, seconded by Trustee Paterno, and unanimously approved by the Subcommittee on Compensation.

Chair Schuyler then called the Board of Trustees meeting back into session and asked for the Board of Trustees consideration on the Subcommittee on Compensation's recommendation that the President's 2023/2024 Goals and Objectives be adopted and approved by the Board of Trustees. A motion to approve the President's 2023/2024 Goals and Objectives was put forward by Trustee Schneider, seconded by Trustee Paterno, and approved. Trustee Fenchak voted against the motion.

### **Informational Report – Penn State Behrend**

Chancellor Ford supplied an informational report on Penn State Behrend, which under his leadership includes a strategic partnership with Knowledge Park, now home to more than twenty companies employing more than five hundred people, including numerous graduates and current students at the college.

Under Dr. Ford's leadership, Penn State Behrend is planning for a bright future leveraging next-generation technologies and partnerships with industry to prepare students for tomorrow's careers. The strategy guiding Penn State Behrend draws on a history of excellence in academics, recognized strengths in research and outreach, the power of the Penn State brand, the unique dimensions of the Behrend experience and the energy and engagement of the Behrend team.

Students gain valuable experience working closely with external partners. Concerted efforts have resulted in attracting, engaging, and retaining students in a variety of resident and online degree programs resulting in a high return rate in Fall 2023 of more than 1,000 students, a significant rebound from the COVID-19 drop in enrollment. The educational experience involves four academic schools and a nursing program with a strong interdisciplinary focus, over 270 student-focused faculty, and 40 undergraduate/graduate degree programs, eleven of which are unique to Behrend.

Behrend resident and student life is robust, with 1,700 living on campus in traditional, suite, and apartment residences, 140 organizations, fraternities, and sororities, 24 NCAA D3 teams, 20-time winners of the President's Cup, and numerous intramurals and clubs.

Behrend conducts eight million dollars in research, ranking tenth in research expenditures for all Penn State units. Research areas include polymers and metals, environmental science, biotranslational research, and the Susan Hirt Hagen CORE as well as partners such as the National Science Foundation, U.S. Air Force, U.S. Army, PPG, SKF, Parker LORD, Berry Plastics, and many more. Behrend is well-positioned to grow as a leading research campus with academic-industry partnerships engaging over 500 businesses annually and 300 companies attending the campus career fair, the region's largest. An "open lab" strategy, the cornerstone of which is Knowledge Park, as well as Innovation Commons, hosts more than 40 companies who conduct research on Behrend and supply invaluable career training to students with real-world scientific applications.

Chancellor Ford noted Behrend's outreach to more than 24,000 youths and educators and 100 programs cultivates interest in higher education at Behrend as well as their academic, physical, and social development.

Chancellor Ford highlighted the goal-breaking campaign which raised \$75.2 million, exceeding the \$60 million goal. Behrend was tenth among the forty-four fundraising units. These efforts funded 83 new endowments for students, programs, professorships, facilities; 54 new scholarships generating \$1.4M in additional aid annually; and 78% Increase in endowment market value.

Chancellor Ford noted going forward, Penn State Behrend's goals included growing enrollment and

advancing student engagement to increase student success, curricular excellence, growing research impact, advancing campus diversity and ensuring Behrend is a welcoming environment, and attracting, developing, and engaging faculty and staff. Aspirational targets include growth in enrollment to 4,500 residential, 1,300 World Campus, and 100% growth in international students; \$10 million in research awards annually, 85% of students engaged in research, and three university-recognized centers; 90% first-year student success rate, and 80% graduation rate; and 10% increase in student and employee diversity with a Chancellor's Council on Diversity, Equity, and Inclusion (DEI). Chancellor Ford said Behrend continues to be a desired destination college; a vital financial contributor; and a testbed for innovation, committed to preparing students for professions in the global economy.

### **President's Remarks**

President Bendapudi was pleased to return to Behrend for the third time in her first year as Penn State President, and thanked Chancellor Ford, faculty, staff, and students for their vision and progress towards their goals. She lauded Behrend's advancement as a land-grant university with strong roots and sense of purpose and noted the Behrend community's agility to take advantage of opportunities. She said with an approved budget, Behrend students will know tuition costs ahead of time, sustained at the same rates for all Penn State commonwealth campuses, thanks to the Board of Trustees approval of the fiscal budget.

She acknowledged her leadership team for their determination to keep Penn State education affordable and restated her commitment to Diversity, Equity, and Inclusion (DEI) which will fundamentally include diverse experiences and viewpoints in Penn State classrooms and campus settings. The We Are spirit means everyone feels a sense of belonging while attending Penn State, so that first-generation and many other students can transform their lives, families, and communities with the knowledge they gain at great universities like Behrend.

President Bendapudi said as a Land-grant university, Penn State is in every one of Pennsylvania's 67 counties, reaching every Pennsylvania citizen in the commonwealth. She was satisfied to learn Forbes rankings of employers included Penn State as #21 and #1 for institutions of higher education. She said she has witnessed the Penn State community's incredibly committed service, from Trustees, administrators, faculty, staff, and students, and shared she was extremely proud to help them do their jobs more effectively as Penn State's President.

President Bendapudi's remarks are available to view in their entirety [here](#).

### **Closing Remarks/Announcements**

Chair Schuyler lauded President Bendapudi's dedicated efforts as Penn State's nineteenth President. He praised her transparency in decision-making and excellent communication to the Board of Trustees and stakeholders; her focus on the future and energy and commitment to moving Penn State forward; and her exemplification of the We Are Penn State spirit. He thanked President Bendapudi on behalf of the entire Board of Trustees and noted the Trustees looked forward to her continued tenure as Penn State President.

Chair Schuyler again thanked Penn State Behrend for hosting this year's commonwealth campus visit by the Board of Trustees. He stated the Board of Trustees was honored to have been guests of Behrend.

Chair Schuyler noted the next public meeting of the Board will be on Friday, September 8<sup>th</sup>, 2023 at University Park.

There being no other business, the public meeting was adjourned at 2:10 p.m.

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

Respectfully submitted,

Shannon S. Harvey  
Secretary, Board of Trustees