

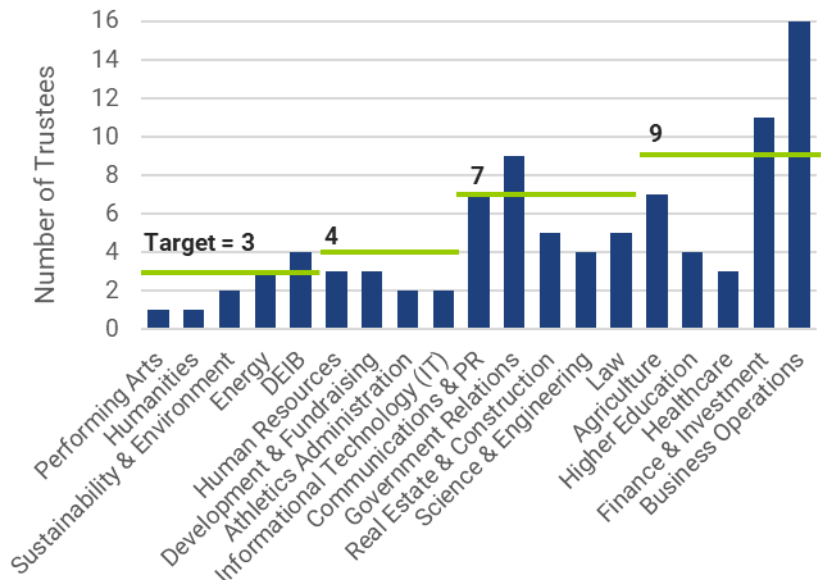


Penn State Board of Trustees 2023 Skills and Demographics Report

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.

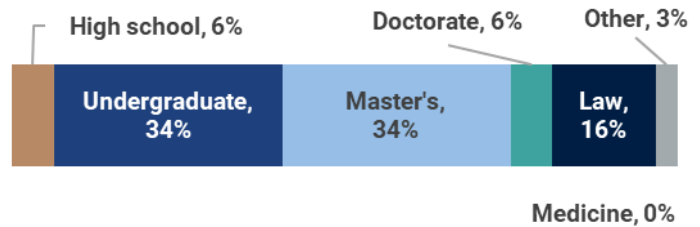


Race, Ethnicity, & Gender

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.