

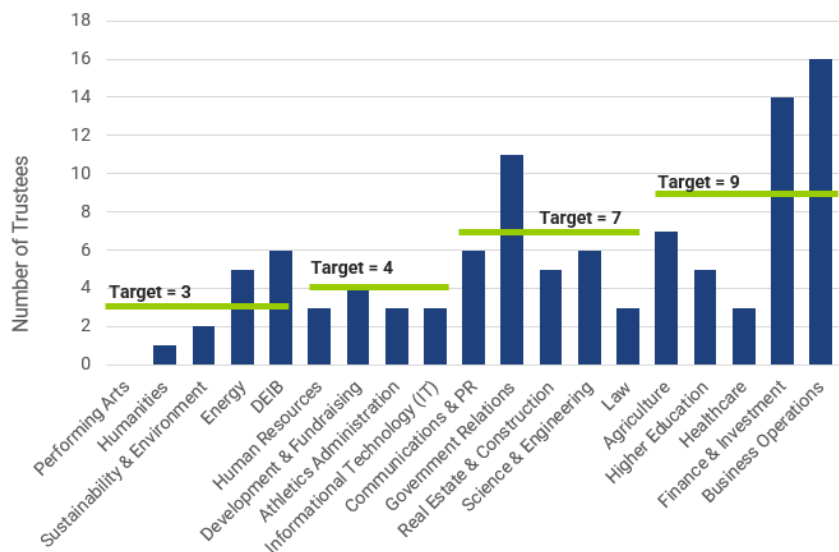


## Penn State Board of Trustees 2024 Skills and Demographics Report

Penn State's Board of Trustees conducts an annual membership skills assessment to inform targeted recruitment of new members. New trustees are asked to identify their top three areas of professional expertise and to share key demographic characteristics. The survey is prepared and disseminated by the Office of Planning, Assessment, and Institutional Research (OPAIR) in cooperation with the Office of the Board of Trustees. The survey instrument was sent to seven members of the Board in 2024 – five new members and two existing members who did not participate previously. In total, the data represents the 36 members of the Board, including *ex officio*, voting members. Non-voting members are not represented. Among the invited trustees, all provided responses, yielding a 100% response rate.

### Skills Inventory

Skills were ranked in order of importance and sorted into four target levels (greater importance = higher recruitment targets). 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.



Historically marginalized  
groups, 40%

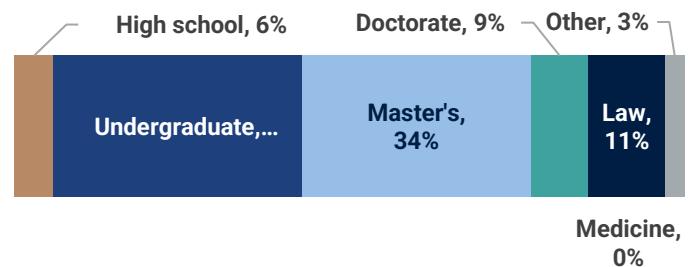
White Men,  
60%

### 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 is 40%.

### 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.