

Kelley M. Lynch Candidate Questionnaire/Scorecard for Self-Assessment

<p>Engagement with Penn State: Describe your connection to Penn State and why it has prepared you to guide the University's strategic future.</p>	<p>Candidate Response: My engagement with Penn State began when I was a student and continues to this day. As a student, I was a Lion Ambassador, participated in the University Choir, Greek life, Parmi Nous, Class Gift Council, Mortar Board NHS, Golden Key, Order of Omega, was a 2-time Thon dancer, as well as played on various intra-mural sports teams. I was honored to take on leadership roles in several of these groups including President of the Mortar Board NHS, Treasurer of my sorority AOPi and the Chairperson for the campus-wide Greek Week. I was also chosen to be on the 1986 Homecoming Court and was the 1986-1987 Panhel Greek Woman of the Year.</p> <p>More recently, I have been on the advisory board for the Greater Allegheny Campus since 2013 ; I am a co-chair for the Greater Allegheny current and prior university fundraising campaigns; I was elected to the Alumni Association Council in 2016 and eventually elected to be the President; as the immediate past president of the Alumni Association, I am a current Penn State Trustee. I am involved with the Greater Pittsburgh Alumni Chapter; I am a co-host for the "Smeal in Your City" event; I am a mentor to Smeal and FastStart Students; and I have been an advisor in the Penn State Start Up Leadership Network.</p> <p>My depth and breadth of engagement shows my continuous commitment to Penn State, and it also demonstrates my interest in many different areas of the university, which helps me to understand varying viewpoints and impacts that the university has on students and our communities.</p>	<p>Self-Assessment Scorecard: Do you meet the criteria of Engagement with Penn State?</p> <p>YES</p>
<p>Experience with governance/board service: What experience do you have participating in a collaborative fiduciary decision-making body?</p>	<p>Candidate Response: I have been involved with various governance boards with my Penn State and community volunteer activities, as well as my professional work. My volunteer boards include the Penn State Alumni Association (President, Budget & Finance Chair; we conducted a By-law review), Penn State Board of Trustees (Currently a member of the Corporation for Penn State Board, Finance & Investment Committee, Research & Technology Committee), Allegheny County Center for Victims (President), St. Bernard Church Finance Council (Chair) and Leadership Pittsburgh Board. As a CFO, I have been accountable to my company's boards for over the last 25 years.</p> <p>Whether I am the board chair or a board member, my approach to decision making is asking questions of the employees and my fellow board members, researching the issues, listening to other people's points of view, seeking out experts in the areas to read or hear</p>	<p>Self- Assessment Scorecard: Do you meet the criteria of experience with governance/board service?</p> <p>YES</p>

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	<p>different perspectives, and understanding any risks with issues or potential decisions. We should always aim to do what is best for the organization. We need to do our homework, but we also must act timely. We then must monitor activities and be ready to act quickly if changes need to be made.</p>	
<p>Brings 1-2 skills from skillset inventory: What of the skills reflected in the Board Skillset Inventory would you bring to your service as a Penn State trustee and how did you develop this skill/these skills?</p>	<p>Candidate Response: Based on my professional and volunteer experience, I have experience in the following skills listed on the Skills Inventory: Human Resources, Development & Fundraising, DEIB, Information Technology, Real Estate & Construction, Higher Education, Finance & Investment, and Business Operations. My top three and most significant skills would be Finance & Investment, Business Operations, and Human Resources.</p> <p>As a CFO of fast-growing companies, I have been responsible for creating and scaling up business operations and helping these companies bring on needed capital and in some instances to successful exits. As these companies quickly grew, I needed to balance and forecast our cash needs, as well as our human resource needs. I work with leaders and employees across our entire organizations, as well as our bankers, auditors, investors, insurance companies, board of directors, customers and vendors. I have worked in numerous industries, which has allowed me to apply what I have learned in many different situations which has also helped me to continue to learn and adapt. I learned a basic lesson of acquisitions and management change early in my career – successful company mergers and significant changes only work if you put the development and nurturing of company culture first. Communication with and respect of employees is paramount.</p>	<p>Self- Assessment Scorecard: Do you bring 1-2 required skillsets from the Board’s Skillset Inventory?</p> <p>YES</p>

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<p>What about your life experience and unique background makes your voice important to be heard at the Board of Trustees?</p>	<p>Candidate Response: My depth and breadth of service to Penn State, along with my professional experience that has focused on helping companies navigate significant changes, is an important perspective needed by the Board of Trustees.</p> <p>Here is one example of how my Penn State engagement and my professional experience can be coupled to help with a current issue facing Penn State: the future of our commonwealth campuses. As the President of the Alumni Association, I took the initiative and visited each of our Commonwealth Campuses. I was the first president to have done this. I had the opportunity to meet students, faculty, staff and alumni. As we evaluate the future of the campuses, I feel I can be an advocate for our campuses; but at the same time, from my business experience, I can also look objectively at the challenges we face and evaluate potential solutions.</p> <p>I can be empathetic but also keep the long-term success of Penn State in focus. I may challenge options; I may push back on some; but I want to ensure whatever strategy is decided we work with our various stakeholders to make the transition successful, we respect and help our students & staff affected, and the university puts its full weight behind the decision to make sure it is successful.</p>	<p>Self- Assessment Scorecard: Do you have the required experience and background needed for the Board of Trustees?</p> <p>YES</p>
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