

MINUTES OF THE FALL MEETING OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF PITTSBURGH

September 25, 2020

The Fall Meeting of the Board of Trustees was held on Friday, September 25, 2020, at 10:30 a.m. Due to governmental restrictions put in place in response to the COVID-19 pandemic, the meeting was held remotely. Alumni, Commonwealth, and Term Trustees in attendance were Jane Bilewicz Allred, John A. Barbour, Douglas M. Browning, Gary T. Brownlee, Mary Ellen Callahan, Louis R. Cestello, David C. Chavern, Vaughn S. Clagette, Bradley J. Franc, Patrick Gallagher (Chancellor and Chief Executive Officer), Deborah J. Gillotti, Lisa A. Golden, Edward J. Grefenstette, Dawne S. Hickton, Diane P. Holder, Sy Holzer, S. Jeffrey Kondis, William K. Lieberman, Roberta A. Luxbacher, John A. Maher III, Larry J. Merlo, Keith E. Schaefer, Thomas L. VanKirk, John J. Verbanac, Michael G. Wells, Jake Wheatley Jr., and Marna Cupp Whittington. Ex Officio and Special Trustees in attendance were Robert O. Agbede, G. Nicholas Beckwith III, SaLisa L. Berrien, Eva Tansky Blum (Immediate Past Chairperson of the Board of Trustees), Sundaa A. Bridgett-Jones, John P. Gismondi, David J. Morehouse, Marlee S. Myers, Arthur J. Rooney II, Herbert S. Shear, A. David Tilstone, and Adam C. Walker. Emeritus Trustees in attendance were Suzanne W. Broadhurst, Catherine D. DeAngelis, J. Roger Glunt, Robert P. Randall, Charles M. Steiner, Burton M. Tansky, and Sam S. Zacharias. Attending as representatives of the Governor of Pennsylvania and the Secretary of the Pennsylvania Department of Education were the Honorable Dan Frankel and Noe Ortega, respectively. University Officers in attendance included Ann E. Cudd, Kathy W. Humphrey, Paul Lawrence, Rob A. Rutenbar, Narahari Sastry, Gregory G. Schuler, Anantha Shekhar, and Geovette Washington. Staff in attendance included Kenyon Bonner, Kristin Davitt, David N. DeJong, Mark Henderson, Kimberly L. Honath, Heather Lyke, Ellen Moran, Amy E. Service, Charles Staresinic, Paul Supowitz, and Kevin Washo. Also in attendance was Valerie Njie, in her role as President of the Pitt Alumni Association.

Eva Tansky Blum, Immediate Past Chairperson of the Board of Trustees, announced that Board Chairperson Thomas E. Richards was unable to attend today's meeting and had delegated authority to her to chair the meeting. Ms. Blum convened the meeting at which a quorum was present. In keeping with the Sunshine Act, the meeting was duly advertised as a public meeting.

Welcome and Remarks of the Chairperson. Ms. Blum welcomed the Trustees to the meeting, including those individuals who were elected at the Annual Meeting of the Board: Alumni Trustee Lisa A. Golden; Special Trustees John P. Gismondi and Arthur J. Rooney II; and Emeritus Trustees Robert P. Randall and Sam S. Zacharias. Ms. Blum also acknowledged the presence of Noe Ortega (Deputy Secretary of Postsecondary and Higher Education), who was attending as a representative of Pedro Rivera, Pennsylvania Secretary of Education. She offered her congratulations to Deputy Secretary Ortega on being nominated by Governor Tom Wolf to serve as Secretary of Education when Secretary Rivera steps down from that post on October 1, 2020.

Moment of Silence. At the request of Ms. Blum, the Trustees observed a moment of silence in memory of Susan Gilbert. On June 29, 2000, the Board of Trustees elected Ms. Gilbert to serve as Assistant Treasurer of the University, a position she held until she passed away on August 11, 2020. As Assistant Treasurer, Ms. Gilbert provided strategic oversight and effective management

of the University's capital finance structure, banking and cash management policies and systems, and short-term investment management. Ms. Gilbert earned two degrees from the University—an MBA from the Katz Graduate School of Business and a master's in public policy and management from the Graduate School of Public and International Affairs.

Remarks of the Chairperson. Acting Chairperson Blum noted that the University is now one month into the start of a new academic year that is unlike any other year in the history of the University. On behalf of the Board of Trustees, she expressed her gratitude to the University's faculty, students, and staff who have adjusted to new ways of learning, educating, and working. She also commended the entire University community for their efforts to stop the spread of the COVID-19 virus. She noted the extraordinary steps taken by members of the Department of Facilities Management to ensure the University's campuses are able to operate in a new and challenging environment. Acting Chairperson Blum also offered her thanks to the members of the University community serving on the front lines in the effort to combat the virus, including health professionals caring for patients and medical researchers working to develop vaccines and new therapies and treatments. In addition, she recognized the efforts taken by the University and its students to confront systemic racism, and to ensure that the University becomes a more just and equitable community for all.

Approval of Minutes. The minutes of the June 26, 2020, Annual Meeting of the Board of Trustees were approved.

Report of the Pitt Alumni Association. Acting Chairperson Blum introduced the current President of the Pitt Alumni Association ("PAA"), Valerie Njie, an alumna of the University's School of Education, to deliver the report of the PAA. Ms. Njie stated that her report would cover highlights of the PAA's work over the past year, including its efforts to engage with alumni through these unprecedented times, and its plans for the future. She began by noting that, like the Board of Trustees, the PAA's Board of Directors is made up of dedicated volunteer leaders working to advance the University's mission, as well as striving to enrich the lives of current and future alumni. Over past year, the PAA has made a number of operational changes and enhancements, including: (i) updating its bylaws; (ii) growing its board membership from 25 to 44; and (iii) instituting formal onboarding and offboarding programs.

Ms. Njie noted that the diversity of the PAA board ensures that it is able to represent the University's 320,000 alumni. The PAA board is multigenerational, spans different geographical locations, and represents a cross section of the University's schools and campuses. PAA board members also commit to supporting the University through their time, talent, and treasure. In the past year, 100% of the PAA board donated funds to the University.

Ms. Njie informed the Board that over the past year, the PAA went through a rebranding process, sparked by an Alumni Attitude Survey, that revealed that alumni are looking for the PAA to be innovative, impactful, visionary, prestigious, fun, and ambitious. The PAA board quickly responded and made changes and improvements designed to bring value to the alumni experience and the entire University community, including the following:

- Providing more networking opportunities and career and professional development programming.

- Focusing on digital engagement and on-demand access to eliminate time and distance barriers by establishing an online networking community known as the “Pitt Commons,” which has more than doubled the user community and increased the alumni population by 123% and the student population by 150%.
- Leveraging the Pitt Commons to broker connections between students and alumni for formal and informal mentorship by launching “Projects on Pitt Commons” to provide short-term opportunities by alumni to both recent alumni and current students.
- Introducing “Ask Pitt Alumni” to connect students and recent graduates seeking advice to knowledgeable alumni.

Ms. Njie stated that the survey was also used to inform the PAA’s Strategic Plan to identify top priorities, which include: (i) enriching the lives of alumni and students; (ii) strengthening the Pitt Network; (iii) advancing the University’s mission; and (iv) creating a uniform standard of excellence for alumni relations across the University. Once completed, the PAA’s Strategic Plan will focus on the Association’s values—including diversity, inclusion, equity, and social justice.

Ms. Njie discussed how the PAA navigated the many challenges brought about by the pandemic and worked to turn those challenges into opportunities by:

- Hosting webinars that helped alumni cope, create, and connect in the age of social distancing.
- Adapting the “Ready to Relaunch” conference into a four-part webinar series designed to assist individuals who are pivoting careers or re-entering the workforce.
- Hosting “Panther-to-Panther Career Connections,” a virtual networking series for recent graduates seeking to enter the workforce.
- Launching “Pitt COVID-19 Heroes” featuring the contributions being made by alumni in healthcare and related fields.
- Ensuring that incoming first-year students would be able to participate in a virtual celebration of the 100th Annual Lantern Night, one of the University’s longest standing traditions.

Ms. Njie expressed her pride in being part of an institution that is committed to taking action to confront systemic racism. In early June, the PAA asked all alumni to join in supporting the University’s efforts to become a more equitable and just institution. The PAA commissioned an Equity and Social Justice Task Force to define diversity and inclusion as it pertains to alumni relations, and to examine ways to ensure the Association’s operations and programs are inclusive and equitable.

The African American Alumni Council (“AAAC”) has also been in active discussions with University leadership and Black students to influence antiracism initiatives. Since August, members have conducted Freshman Parent Dialogues, spearheaded a webinar, and worked on matching mentors with RISE (“Reaching Inside your Soul for Education”) students. The AAAC will continue to partner with the University to create opportunities for Black students on the University’s campuses, engage with Black alumni and advocate for meaningful dialogue.

Ms. Njie concluded her report by stating that the PAA remains committed to connecting alumni to each other and to the University.

Report of the Ad Hoc Committee on Fossil Fuels. Dawne S. Hickton, Chairperson of the Ad Hoc Committee on Fossil Fuels, began her report by recognizing the six Trustees who were appointed to serve on the Committee: Sundaa Bridgett-Jones; Edward J. Grefenstette; Diane Holder; John Maher III; Marlee S. Myers; and Herbert Shear. The work of the Committee is being supported by Narahari Sastry, Senior Vice Chancellor and Chief Financial Officer, who is serving as the Committee Liaison. Assisting Mr. Sastry are Dr. Aurora Sharrard, Director of Sustainability at the University, and Natalie Carter, Office of Finance Administrator.

At the Committee's inaugural meeting on August 17, 2020, Board Chairperson Richards delivered the formal charge to the Committee, which states, in part:

- The University's Consolidated Endowment Fund is a supporting financial pillar that enables the University to carry out its education and research mission now, and into the future.
- Ultimate oversight and safeguarding of the Endowment rests with the Board, which has sole authority to place any non-financial constraints on the investment holdings of the Endowment.
- From time to time, members of the University community may express their concern on an issue that impacts societal values to such a level that change is sought in the University's investment of its Endowment.
- The determination as to whether non-financial constraints should be placed on investment holdings of the University's Endowment rests solely with the Board of Trustees.

The charge also directs that by January 15, 2021, the Committee should provide a report of its findings and set forth options on whether, to what extent, and via what methods the University, in its Endowment, should consider divestment from fossil fuels in existing and/or future investments. The Charge further directs that the impact of the recommendation(s) should be considered in the context of:

- The University's mission, values, and reputation;
- Existing University policies, including the Environmental, Social, and Governance (ESG) policy that governs the Endowment;
- The need to maintain sound financial investment policies; and
- Such other considerations as the committee may deem appropriate.

Ms. Hickton stated that the Committee has established a compressed, intensive schedule in order to meet the deadline for submitting its report. At the time of the Fall Meeting of the Board, the Committee has held four meetings, been provided with extensive background materials, and heard from the Fossil Free Pitt Coalition and Greg Schuler, the University's Chief Investment Officer. Ms. Hickton advised the Board that over the coming weeks, the Committee will hear from a number of subject experts, including investment officers at other institutions of higher education, foundations, and private firms. The Committee will also host open forums to collect input from members of the University community.

Ms. Hickton concluded her remarks by thanking the members of the Committee for their service, and stated that the Committee, as a whole, is aware of the importance of this matter to the University and the members of its community.

Report of the Governance and Nominating Committee. Committee Chairperson Louis R. Cestello reminded the Board members that the Governance and Nominating Committee is charged with responsibility for, among other things: (i) presenting recommendations to the Board of Trustees for potential Board members, including Emeritus Trustees; and (ii) reviewing and updating the Bylaws of the University of Pittsburgh. He called the attention of the Board members to the materials for today's meeting, which include: (i) recommended nominees for election as Emeritus Trustees; and (ii) proposed amendments to the Bylaws of the University of Pittsburgh.

Committee Chairperson Cestello advised the Trustees that the Committee held an information meeting in August where full discussions took place, but no actions were taken. At a duly advertised public meeting on September 10, 2020, the Governance and Nominating Committee endorsed the recommendations contained in the resolutions being presented to the Board.

Resolution Electing Emeritus Trustees of the University of Pittsburgh. Committee Chairperson Cestello noted the Resolution, including biographical statements, recommending the election of five former Trustees as Emeritus Trustees: Michael A. Bryson; Robert G. Lovett; Martha Hartle Munsch; William E. Strickland Jr.; and Stephen R. Tritch, a copy of which is included as pages 15 through 20 of these minutes.

Upon motion duly made and seconded, the Board of Trustees approved the Resolution Electing Emeritus Trustees of the University of Pittsburgh.

Background Statement and Resolution Recommending Amendments to the Bylaws of the University of Pittsburgh. Committee Chairperson Cestello noted the Background Statement and Resolution Recommending Amendments to the Bylaws of the University of Pittsburgh, included as pages 21 through 24 of these minutes. He advised the Board that the Bylaws were last amended by the Board in September 2019, and reviewed the recommendations for amendments to Chapter II, Article VI, Sections 6.1, 6.2, and 6.4 of the Bylaws:

- Changing the reference to “non-tenure stream” with the more descriptive term “appointment stream faculty”;
- Including the prefix “teaching” in the list of titles to refer to those whose primary assignments or contributions are instruction, and who are not ordinarily expected to undertake research responsibilities; and
- Adding two ranks to better reflect faculty roles: (i) “Professor, associate professor, assistant professor, or instructor”; and (ii) “Professor, associate professor, assistant professor, or instructor of the practice.”

Committee Chairperson Cestello stated that the amendments were recommended by the Faculty Affairs Committee of the University Senate, subsequently considered and approved by the Faculty Assembly on November 5, 2019, and have the support of the University faculty and administration. In addition, at its June 25, 2020 public meeting, the Academic Affairs/Libraries Committee approved a resolution recommending these amendments to the Bylaws.

Upon motion duly made and seconded, the Board of Trustees approved the Resolution Recommending Amendments to the Bylaws of the University of Pittsburgh..

Report of the Property and Facilities Committee. Committee Chairperson Peter C. Varischetti was unable to attend today's meeting. In his absence, Trustee John A. Barbour, immediate past Chairperson of the Committee, provided an overview of two actions taken by the Property and Facilities Committee at a public meeting held on September 24, 2020:

- *Lease of Space and Contribution to the Development of the Community Engagement Center in the Hill–New Granada Theater.* The University desires to enter into planned leases for space in the historic New Granada Theater Building located in the Hill District neighborhood of the City, as well as a proposed new adjoining building, to be developed by the Hill Community Development Corporation. The University plans to occupy approximately 20,000 square feet of the development, to be known as New Granada Square Development, for a new Community Engagement Center; thereby making a catalytic community development investment in this historically significant African American neighborhood.

The University's investment in this development is to be structured as a lease (or leases) with a maximum project contribution of \$6 million. Anticipated lease terms are for ten years at \$1.00 per year with renewal rights thereafter at fair market rates. The Hill Community Development Corporation is leading this development and will be responsible for all design and construction prior to the University's occupancy. The Committee authorized the University Administration to finalize and execute agreements for one or more leases and the University's investment in the development at a maximum project contribution of \$6 million.

- *Renewal of Lease in Bridgeside Point One for the School of Health and Rehabilitation Sciences.* The University desires to renew a lease for the School of Health and Rehabilitation Sciences at Bridgeside Point One. The space is occupied by the School's Department of Physical Therapy, including the Doctor of Physical Therapy program, which was listed as number one in the nation in *U.S. News and World Report's* 2020 Ranking of Best Graduate Programs. The renewal is for 34,623 rentable square feet of space for a term of five years beginning on October 1, 2021. The annual base rent will be \$1,038,690 with full rental abatement for the first three months of the renewal term. The annual rent will increase by 2% per year for the remainder of the term, along with escalations for the prorated share of increases in operating expenses over base year 2021. The Committee authorized the University Administration to execute the lease renewal with Bridgeside Pitt, LLC.

The Committee was also provided with updates on: (i) the University's pandemic response, including impacts on student housing occupancy, isolation housing, and new building safety protocols; (ii) the impact of the COVID-19 pandemic on planned projects related to student housing, parking, and leases for office space; and (iii) the University's efforts to advance diversity, equity, and inclusion in construction projects.

Report of the Chancellor: Presentation of the Annual Report for Fiscal Year 2020. Chancellor Patrick Gallagher began his remarks by advising those in attendance that his report would include a review of the past five years and would be measured against the goals set forth in the University's strategic plan "The Plan for Pitt."

❖ Advancing Educational Excellence. National and international rankings are among the ways the University measures its progress:

- For the past five years, the University has been ranked as the top public university in the Northeast, according to the *Wall Street Journal/Times Higher Ed Rankings*.
- In 2019, *US News & World Report Best Colleges*, listed the University among the nation's top public colleges and universities, a position it continues to hold. That same report ranked the University as 58th among all universities, public and private, in the nation.
- The Universities programs continue to receive high rankings, including:
 - Physical Therapy, which was ranked as the nation's top program.
 - Research Medicine, which was ranked as 14th in the country.
 - Primary Care Medicine, which was ranked 17th.
- The Department of Philosophy was ranked as number three in world rankings by Quacquarelli Symonds.

Chancellor Gallagher cautioned that there is some volatility in higher education rankings. International rankings tend to emphasize research metrics, and the number of high-quality research institutions around the world is growing. In addition, the United States is seeing a shift toward measures of social mobility, affordability, and other quality measures. The University is monitoring how these shifts will impact its ratings in the future.

Academic Honors. In recent years, the University's students have earned prestigious academic honors that are among the most competitive in the world. The past year continued that trend:

- Fourteen students were named Fulbright Scholars last year, setting a new record over the previous high set in 2015 when 11 University students were so honored.
- For the ninth time in ten years, *The Chronicle of Higher Education* listed the University as a top producer of Fulbright Scholars, which underscores the University's commitment to global engagement.
- For the fourth consecutive year, a University student Thyra-Lilja Altunin received a Beinecke Scholarship, only up to 20 of which are awarded each year and for which universities may nominate only one student.
- Kathryn Fleisher was named a 2020 Harry S. Truman Scholar, one of only 62 in the nation this year and the 13th Truman Scholar in University history.

Academic Leaders. Chancellor Gallagher credited faculty members with driving the University's pursuit of academic excellence. He noted that the University has added two new academic leaders to its ranks: Carissa Slotterback, who was named Dean of the Graduate School of Public and International Affairs; and Anantha Shekhar, who was elected to serve as Senior Vice Chancellor for the Health Sciences and Petersen Dean of Medicine. Chancellor Gallagher also noted that University faculty received a number of honors this year, including

Ivet Bahar, Chair of the Department of Computational Biology, who was elected to the National Academy of Sciences, one of the highest honors an American scientist can receive.

Enrollment. In discussing enrollment, Chancellor Gallagher noted preliminary numbers which indicate that graduate and professional student enrollment has declined by 1.7%. The difficulty of international travel during the pandemic, coupled with ongoing visa issues, led to an overall drop of 17% in international graduate student enrollment. Enrollment of non-international graduate students increased by 3.1%, partially compensating for that decline.

Chancellor Gallagher observed that although the pandemic is having a measurable effect on enrollment, enrollment figures for first-year students attending the Pittsburgh campus remain strong, with a number of increases over the past year:

- Out-of-State (nonresident) students increased by 10.5%.
- Underrepresented minority groups increased by nearly 15%.
- Black students increased by 13%.
- Latinx students increased by 5%.
- Pell Grant eligible students increased by 15%.
- The grade point average is also up by 4.1%

Turning to a discussion of first-year enrollment at the University's regional campuses (excluding Pitt-Titusville which is in the process of transitioning to a new education and training hub), Chancellor Gallagher stated that the pandemic has caused a decline in enrollment, which may be due, in part, to the large majority of regional campus students from Pennsylvania and a sizable percentage from disadvantaged backgrounds. In fact, last year, 42% of first-year students at the regional campuses were Pell Grant recipients, as opposed to 16% at the Pittsburgh campus.

Pitt Success Pell Match Program. Fiscal Year 2020 was the first full year of the Pitt Success Pell Match Program ("Pitt Success"), one of the largest restructurings of student aid in the University's history with more than \$27.1 million in institutional aid distributed to Pell Grant-eligible students. Pell Grant-eligible enrollment reached record levels after Pitt Success was introduced with a record number of students enrolling at the Pittsburgh Campus. However, the impact of the pandemic was too strong to sustain an increase in Pell Grant-eligible enrollment at the University's regional campuses. This drop in enrollment at the regional campuses reflects a national trend that has seen regional institutions and community colleges struggling with enrollment, while main campuses and large research universities seem to be weathering the storm. Chancellor Gallagher observed that across the country, students from disadvantaged backgrounds are on a precipice and may face additional barriers as the pandemic continues.

The University redoubled its effort to support students participating in Pitt Success by launching the Provost's Academy. The Provost's Academy provides Pitt Success students with extra support, coaching, and advice on navigating academic challenges. In 18 months, the University has seen success in eliminating the retention gap between non-Pell Grant-eligible students and those receiving Pell Grants at all of its campuses. The true test of success will be the impact of the program on graduation rates, which will not be available for four to six years.

❖ Research of Impact. Chancellor Gallagher noted that the University continues to be among the top universities in terms of funding from the federal government. The University is working to grow federal support, at the same time, it is also working to increase funding received from non-government sources. In Fiscal Year 2020, the University received \$571.7 million in funding from the National Institutes of Health (“NIH”), which makes up the majority of the University’s federal research funding. However, the University receives significant support from other governmental sources, including:

- \$45 million from both the Commonwealth of Pennsylvania and the U.S. Department of Defense; and
- Close to \$30 million in funding from both the National Science Foundation and the U.S. Department of Education.

COVID-19 Related Research Awards. A significant number of newly funded research projects are related to COVID-19, such as:

- Derek Angus, Chair of the Department of Critical Care Medicine, led a large clinical study which demonstrated that that steroids were improving outcomes in critically ill COVID-19 patients. The findings of this study led to an immediate change in the World Health Organization’s treatment recommendations.
- Three potential vaccines are under development in University research labs.
- Two pharmaceutical companies are partnering with the University on clinical trials of their vaccines.
- The University is leading a trio of NIH clinical trials exploring the use of blood thinners to improve outcomes in adult COVID-19 patients at risk of developing blood clots.

Large Research Collaborations. In recent years and following close study, the University has determined that while it excels in securing single-investigator grants, it could improve in terms of securing funding for large, collaborative research projects involving multiple investigators. The University recently launched two new initiatives aimed at expanding its large-scale collaborative research portfolio: (i) a series of workshops to support University researchers seeking to expand the scope of their research proposals; and (ii) using “Pitt Momentum Funds” to provide financial support and incentives to bring large research teams together to tackle complex problems.

Innovation Commercialization. The University’s Innovation Institute was poised for another record year; however, its momentum was interrupted with the onset of the pandemic. Nevertheless, a record 394 invention disclosures were filed in Fiscal Year 2020. The University also set a new record for student startups, which spring from the creative ideas and hard work of students through the Randall Big Idea Center. Chancellor Gallagher acknowledged Emeritus Trustee Robert P. Randall for the support he and his family have provided for this very impactful initiative.

❖ Strengthening Communities. Chancellor Gallagher observed that innovation and commercialization are directly tied to the third goal in the Plan for Pitt: strengthening its home communities. The University contributes an estimated \$4.2 billion to the Pennsylvania economy on an annual basis and supports more than 37,000 jobs in the Commonwealth.

University spending ripples through the economy and has a stimulating effect on local businesses in the supply chain and the household spending of people earning incomes from those businesses.

Chancellor Gallagher noted that the U.S. Small Business Development Center's ("SBDC") recently recognized the University's SBDC as the number one center in the nation. The SBDC Excellence and Innovation Award is an exceptional accomplishment and another indication of how the University is working to maximize its economic impact in the region.

The University's efforts to build strong communities extends beyond economic impact. This year, the University community pledged more than \$718,000 to the United Way's annual campaign, the highest amount ever raised. More than half of those funds were donated to the United Way's Impact Fund, which supports agencies that provide assistance to struggling families, children, seniors, and people with disabilities across Southwestern Pennsylvania. Beyond that, each year, the University community contributes an estimated \$73 million either in dollars or volunteer hours, to organizations and communities throughout Pennsylvania.

COVID-19 Community Response. The University also played a key role in assisting the community with the challenges presented by the COVID-19 pandemic. Within ten days of Pennsylvania's stay-at-home orders, the Office of Community and Governmental Relations established a task force to organize the "Pitt Pandemic Service Initiative" to identify volunteer opportunities. Through this program, 30 regional organizations received volunteer assistance to meet critical needs arising from the pandemic, with more than 50 staff members and 200 students contributing 2,879 volunteer hours. The University also partnered with the Neighborhood Resilience Project in the City's Hill District to reduce virus transmission in medically underserved communities. Since March, the Project has trained more than 100 Community Health Deputies. The University also partnered with the "Beyond the Laptops" campaign to provide refurbished computers to more than 1,000 families and set up a Community Tech Help Desk for families, teachers, and non-profits across the region.

Carnegie Classification/Community Engagement Centers. In 2020, the University earned the prestigious Carnegie Classification in recognition of its institution-wide excellence in community engagement. The University was commended for its "alignment among campus mission, culture, leadership, resources, and practices that support dynamic engagement." One of the most visible signs of the University's investment in and engagement with the community lies in its Community Engagement Centers ("CEC"). The first CEC, which was opened in the City's Homewood neighborhood, underwent a 10,000 square foot expansion in 2020. With the addition of this space, the Homewood CEC has significantly increased its ability to partner with the community with services, programming, and activities provided by the Schools of Health and Rehabilitation Education, Pharmacy, Medicine, Social Work, Nursing, Public Health, and Dental Medicine.

As described in the report of the Property and Facilities Committee, upon completion of the New Granada Square Development, the University's second CEC in the City's Hill District will also be expanding its footprint and capacity to serve the community. This move will contribute to the revitalization of the commercial corridor in the Hill District and provide residents with access to a number of University's programs and services, including Jazz Studies, a STEAM Studio (science, technology, engineering, arts, and mathematics), and a

Digital Inclusion Center. It will also become the home of University's Center for African American Poetry and Poetics. The work at the Hill District CEC will be supported by the Dietrich School of Arts and Sciences, the Swanson School of Engineering, and the School of Computing and Information.

- ❖ *Promoting Diversity and Inclusion.* In the fall of 2019, the Black Action Society held a commemoration of the 50th anniversary of the occupation of the University's Computer Center, which marked a turning point in the history of the University. As part of the commemoration, the African American Alumni Council held a special Homecoming event that provided students with the opportunity to interact with alumni who participated in that act of civil disobedience to address racial inequality. However, 2020 quickly became a dramatically different year as the public health crisis spurred by the COVID-19 pandemic revealed societal inequities and deficiencies in health care. As the year progressed, the national outpouring of grief and anger over police violence against Black citizens shone a light on social injustice and systemic racism in the nation. It was also a moment in which the University reflected on its own past and current goals and led to an examination of the ways in which it can become an institution that embraces diversity, where everyone has a sense of belonging and is treated with equity and fairness so that every student has the opportunity and support needed to excel.

Chancellor Gallagher stated that this mandate goes beyond the boundaries of the University's campuses. The University should serve as an anchor institution and tackle the great challenges facing its home regions and the nation. The University, as a whole, must address racial injustice, racial inequality, and systemic racism—and these issues will be incorporated into the next version of the strategic plan. Chancellor Gallagher stated that completion of the plan will be delayed until 2021 to allow for further engagement with University community and to ensure that the plan reflects the institution the University wants to be in the future and the concrete ways in which it can hold itself accountable.

First-Year Enrollment: Diversity. The University has made progress diversifying the student population so that it is more reflective of the nation. Chancellor Gallagher noted that for the past five years, he has been able to say that the latest class was the most diverse incoming class in the University's history, citing key metrics which include:

- The growth in socioeconomic diversity as evidence by the growth in the number of Pell Grant-eligible students admitted.
- The significant increase in the Latinx student population.
- A steady increase in the number of Black students enrolled at the University, which has grown by 44% since 2011.

Faculty Diversity. The University is also working to diversify the faculty and the scholarly topics they pursue. Last year, the University initiated a cluster hire in Latinx Studies, sending direct resources to an important area of inquiry: the Latinx experience in the United States. The University is moving beyond the field's usual concentrations in literature, politics, history, and culture to include studies in business, social work, communications, and education, as well as a planned expansion into the health sciences. It is anticipated that by 2023, there will be ten new faculty members exploring Latinx studies in multiple schools, which will create opportunities for interdisciplinary collaboration and build diversity by attracting students and

other faculty. The University is using this cluster hiring model to address the Black experience in America in a similar way.

Chancellor Gallagher noted two individuals who will be key to the University's diversity and inclusion efforts: (i) John Wallace, the David E. Epperson Chair of the School of Social Work, who was recently appointed to serve as Vice Provost for Faculty Diversity and Development; and (ii) Clyde Wilson Pickett, who will serve as Vice Chancellor for Diversity and Inclusion.

- ❖ *Embracing the World.* Chancellor Gallagher stated that the University's long-standing global engagement positioned facilitated the collaboration needed to address the pandemic. While media coverage focuses on vaccine development in individual countries, it is the breadth of global efforts that will, ultimately, result in a successful vaccine(s).

Fall Enrollment: International Students. Chancellor Gallagher reiterated that the University's international student enrollment has decreased by approximately 20% over last fall (13% in undergraduates and 23% in graduate students). A significant number of international students have indicated that they are deferring enrolling until pandemic-related travel restrictions cease.

Study Abroad. Chancellor Gallagher noted that an important measure of the University's global engagement is the number of students participating in its study abroad program. Over the past five years, student participation in the program has increased by 32%, with faculty participation nearly doubling over that same period of time. However, the University's Study Abroad Office and Pitt Global Experiences Office were among the first to feel the impact of the pandemic beginning in January. The Study Abroad Office is now reimagining its mission and restructuring the office, program offerings, and global experiences available to both undergraduate and graduate students, including:

- Breaking full-semester offerings into modules or hybrid programs.
- Ramping up the development of the domestic programming to include anchor sites in places like Los Angeles, Boston, and Miami.
- Creating virtual experiences that connect domestic students to the University's international network.
- Developing new program models like winter break and first-year experiences for new students.

- ❖ *Building Foundational Strength.* The final goal of the Plan for Pitt is to continue building the foundational strength of the University. Chancellor Gallagher provided examples of items that lie at the heart of goal:

- Infrastructure. The University's physical space is one of its most visible assets; however, those spaces require constant reinvestment to maintain and build foundational strength. Chancellor Gallagher highlighted four major construction projects that had been paused in response to governmental restrictions, but which are now underway again, including: (i) improvements to the portion of Bigelow Boulevard between the Cathedral of Learning and the William Pitt Union; (ii) a long-overdue renovation and expansion of Alan Magee Scaife Hall to support the programs of the School of Medicine; (iii) an addition to the Petersen

Sports Complex; and (iv) the transformation of 5051 Centre Avenue into a cutting-edge research facility.

- Sustainability. In Fiscal Year 2020, the University reached its lowest total energy use per square foot since it began tracking that figure in 2008. For the fourth consecutive year, the University remains on track to meet its goal to achieve a 50% reduction in building energy consumption by 2030. The University's Sustainability Plan also set a goal of producing or procuring 50% of the electricity used on campus from renewable resources by 2030; and in Fiscal Year 2020, 18% of the University's energy originated from renewable energy sources. The University is taking a number of steps to close that gap, such as entering into agreements to purchase solar and hydropower. It is estimated that by 2024, 36% of the electricity used at the Pittsburgh Campus will come from renewable resources.
- Philanthropic Support. Chancellor Gallagher noted that while total giving in Fiscal Year 2020 was down due to the impact of the pandemic, the University recorded a 36% increase in giving by first-time donors. The University also saw growth in the number of donors making significant gifts.
- Revenue and Expenses. Chancellor Gallagher noted that, despite the pandemic, the University's revenue stream did fairly well during Fiscal Year 2020, particularly in terms of research dollars (which reached a high of \$892 million); Commonwealth support; funding from the federal Coronavirus Aid, Relief, and Economic Security Act (also known as the CARES Act); and strong endowment returns. However, the pandemic did see negative impacts on the University budget stemming from partial housing refunds, reduced parking and retail dollars, and the transition to remote learning and working. The University continues its quest to reduce expenses through several avenues, including implementing a hiring freeze, offering early retirement incentives for faculty and staff, restricting travel, and reviewing purchases.

The Chancellor observed that because the University was in a strong financial position at the beginning of Fiscal Year 2020, it was able to address the budgetary challenges presented by the pandemic and avoid a significant impact on its long-term stability.

Chancellor Gallagher stated that a key indicator of the University's strength are its students, faculty, and staff who have shown their resilience in overcoming the challenges and obstacles of the latter half of Fiscal Year 2020. He credited the University community with quickly pivoting to working and learning from home and balancing family responsibilities with the responsibilities of their positions, despite the economic uncertainties brought about by the pandemic. Chancellor Gallagher credited the University community for the University's achievements during this highly unusual year. He concluded his remarks by offering his thanks to the Board and to the members of the University community.

Closing Remarks of the Acting Chairperson. Acting Chairperson Blum offered her thanks to the Chancellor, the senior leadership team, and the faculty, staff, for their efforts over the past year, particularly in meeting the challenges stemming from the COVID-19 pandemic. Emeritus Trustee Charles M. Steiner suggested that the Board of Trustees formally thank the members of the University community for their efforts over the past several months.

Upon motion duly made and seconded, the Board of Trustees approved the Resolution of Appreciation for the University Community. A copy of the Resolution is included as pages 25 through 26 of these minutes.

Acknowledgment of Retiring Personnel. On behalf of the Board, Acting Chairperson Blum also expressed her gratitude to the many faculty and staff members who would be departing the University as part of its early retirement program. She noted that among the group of retirees were three individuals whose work directly supported the Board:

- Mary Beth Vasko, Office of Academic Ceremonies and University Events. Trustee Mary Ellen Callahan paid tribute to Ms. Vasko recalling that Ms. Vasko was one of the first people Ms. Callahan met when she w
- as a work study student in the Department of Physics and Astronomy. Ms. Callahan congratulated Ms. Vasko on more than four decades of dedicated service to the University and the support she has provided to the Board.
- Graham Park, Director of the Office of Academic Ceremonies and University Events. Acting Chairperson Blum cited Ms. Park for being an expert and trailblazer in event planning, noting her extensive knowledge of academic ceremonies and protocol. Ms. Blum praised Ms. Park for her attention to detail that ensured that every event, no matter how large or small, had that special touch often referred to as “The Pitt Way.”
- Kimberly L. Honath, Office of the Secretary. Acting Chairperson Blum noted that over the course of her career at the University, Ms. Honath earned a reputation for her attention to detail, work ethic, mastery of the written word, and her care and thoughtfulness for her colleagues. On behalf of the Board, Ms. Blum thanked Ms. Honath for her contributions to the progress of the institution and her service and dedication to the University.

Chancellor Gallagher noted that the early retirement program was implemented to assist with the University’s budget during this particularly challenging time. He offered his thanks and well wishes to Ms. Vasko, Ms. Park, Ms. Honath, and all of the early retirees for their collective contributions.

Next Meeting. Acting Chairperson Blum reminded the Trustees that the winter meeting of the Board will be held on the morning of Friday, February 26, 2021.

New Business/Adjournment. There being no new business to come before the Trustees, Ms. Blum adjourned the meeting.

Kathy W. Humphrey, Secretary of the Board
Trustees and Senior Vice Chancellor for
Engagement