

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

September 24, 2021

Trustees Present

Alumni, Commonwealth, Special, and Term

Louis R. Cestello, Vice Chairperson

Patrick Gallagher, Chancellor

Majdi Abulaban

Robert O. Agbede

Jane Bilewicz Allred

John A. Barbour

G. Nicholas Beckwith

SaLisa Berrien

Sundaa Bridgett-Jones

Douglas M. Browning

Gary T. Brownlee

Hui Debra Cen

David C. Chavern

Wen-Ta Chiu

Vaughn S. Clagette

Jay Costa Jr.

James P. Covert

Bradley Franc

Deborah J. Gillotti

John P. Gismondi

Lisa A. Golden

Tamara Haddad

Diane P. Holder

Sy Holzer

Patricia Horoho

S. Jeffrey Kondis

Thomas Kurtz

Roberta A. Luxbacher

John Maher III

Larry J. Merlo

Natalie Mihalek

Marlee S. Myers

John H. Pelusi Jr.

Arthur J. Rooney II

Bryan Salesky

Jeannine Schoenecker

Herbert S. Shear

Thomas VanKirk

Peter Varischetti

John J. Verbanac
Adam C. Walker
Michael G. Wells
Marna Cupp Whittington

Emeritus

Michael A. Bryson
Catherine D. DeAngelis
D. Michael Fisher
J. Roger Glunt
Robert G. Lovett
Martha Hartle Munsch
Robert P. Randall
Charles M. Steiner
Stephen R. Tritch
Sam S. Zacharias

Ex-Officio

Rich Fitzgerald
Dan Frankel
Tanya Garcia

University Staff Present

Kenyon R. Bonner, Vice Provost and Dean of Students
Christine A. Chapman, Senior Associate Secretary of the Board of Trustees
Ann E. Cudd, Provost and Senior Vice Chancellor
Kris Davitt, Senior Vice Chancellor for Philanthropy and Alumni Engagement
David N. DeJong, Senior Vice Chancellor for Business and Operations
Lina Dostillo, Associate Vice Chancellor, Engagement and Community Affairs
Marc Harding, Vice Provost for Enrollment
Rosalyn E. Jones, Vice Chancellor and Secretary of the Board of Trustees
Paul Lawrence, Treasurer
Heather Lyke, Director of Athletics
Ellen Moran, Vice Chancellor, Strategic Communications and Marketing
Clyde Wilson Pickett, Vice Chancellor for Equity, Diversity and Inclusion
Rob A. Rutenbar, Senior Vice Chancellor for Research
Narahari Sastry, Senior Vice Chancellor and Chief Financial Officer
Amy E. Service, Senior Associate Secretary of the Board of Trustees
Anantha Shekhar, Senior Vice Chancellor for the Health Sciences and John and Gertrude Petersen
Dean of the School of Medicine
Paul Supowitz, Vice Chancellor for Community and Governmental Relations
Geovette Washington, Senior Vice Chancellor and Chief Legal Officer
Kevin Washo, Chief of Staff

The Fall Meeting of the Board of Trustees was held on Friday, September 24, 2021, at 10:15 a.m. Due to governmental restrictions put in place in response to the COVID-19 pandemic, the meeting was held remotely.

Welcome and Remarks of the Chairperson. Louis R. Cestello, Vice 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 him to chair the meeting. Vice Chairperson Cestello convened the meeting at which a quorum was present. In keeping with the Sunshine Act, the meeting was duly advertised as a public meeting. Vice Chairperson Cestello welcomed the Trustees to the meeting and acknowledged the presence of Representative Dan Frankel, designee for Governor Tom Wolf, County Executive Rich Fitzgerald, and Tanya Garcia, Deputy Secretary and Commissioner for Postsecondary Higher Education and designee for Secretary of Education, Noe Ortega. He also welcomed several new trustees who had been elected at the Annual Meeting and were attending their first meeting of the Board: Trustees Majdi Abulaban, Hui Debra Cen, and Bryan Salesky.

Moment of Silence. At the request of Vice Chairperson Cestello, the Trustees observed a moment of silence in memory of alumnus and former Trustee Frederick S. Humphries, as well as members of their families and of the University and local community who have been lost since the Annual Meeting of the Board.

Dr. Humphries graduated from the University in 1964, receiving a PhD in physical chemistry, and served as a member of the Board, including both the Budget and Executive Committees, from 1992-1996. He was a renowned leader, scholar and public servant, having served as the 8th president of Florida A&M University, 4th president of Tennessee State University and president and CEO of the National Association for Equal Opportunity in Higher Education. Dr. Humphries was respected throughout the United States and internationally for his keen insights on the education of Black and other underrepresented students, particularly in math and the hard sciences, and his unique and visionary approaches to producing successful educational outcomes.

Approval of Minutes. On a motion duly made and seconded, the minutes of the June 25, 2021 Annual Meeting of the Board of Trustees were approved.

Report of the Alumni Association. Vice Chairperson Cestello called on Valerie Njie, President of the Pitt Alumni Association ("PAA"), to present the PAA annual report.

Ms. Njie began her report by thanking the PAA Board members for their hard-work and support during the past year. She noted that the size of the PAA Board had almost doubled in the last few years, allowing greater impact and more diversity. Ms. Njie reported that the University alumni population is now just over 342,000 individuals.

Ms. Njie commented that the ideal PAA would be (i) innovative; (ii) impactful; (iii) visionary; and (iv) fun. She noted that COVID-19 has made it challenging to find new, creative ways of meeting these ideals and creating meaningful relationships with alumni. The PAA has expanded connections with alumni through online content-driven programming. Three examples of this programming she noted were (i) PAA Presents; (ii) The Deliberative Dialogue; and (iii) Alumni

Affinity Networks. A Regional Chapters Task Force was also implemented in the past year to develop standards and guidelines for regional affiliates. The guidelines provided structure and support and allowed for more consistent oversight by the PAA.

Next, Ms. Njie discussed the PAA strategic plan which includes the following priorities: (i) enriching the lives of alumni and students; (ii) strengthening the Pitt Network; and (iii) advancing the University's mission. She noted that the Pitt Alumni Career Network has three unique platforms designed to enhance access to the Pitt Network: Pitt Commons – an online networking community; Ask Pitt Alumni –connecting students and recent graduates seeking advice of alumni; and an expanded presence on LinkedIn. In addition to LinkedIn, overall social media presence of the PAA has improved. In Fiscal Year 2021, the PAA had over 6 million impressions across Facebook, Instagram, Twitter and LinkedIn. The PAA continues to publish the Pitt Connection and Pitt Connection Live e-newsletters, making alumni aware of University news and upcoming events.

To align with the work of the Equity and Social Justice Task Force and the University mission, the PAA will make diversity and inclusion a priority for the upcoming year. The PAA has already been enhancing programs and operations to be more inclusive and equitable. Two examples are (i) the Homecoming King and Queen is now the Spirit of Pitt Award, focusing on students' contributions toward building community; and (ii) Annual Lantern Night now includes all first-year students, not just those who identify as female.

The Equity and Social Justice Task Force developed a formal report and recommendations. The PAA Board of Directors shared the report with Chancellor Gallagher, and a copy will be provided to the Board of Trustees. The PAA team will be implementing the recommendations in the report and the PAA Board of Directors will monitor to ensure progress is made throughout the year.

Ms. Njie concluded her report by noting that the PAA remains committed to connecting University alumni with each other, working diligently toward the goal, and thanked the Board of Trustees for their continued support of the Association.

Report of the Governance and Nominating Committee. Vice Chairperson Louis R. Cestello, in his role as Chairperson of the Governance and Nominating, presented to the Board for consideration the resolution recommending candidates for the status of Emeritus Trustee for life, which had been endorsed by the Governance and Nominating Committee at its public meeting on September 20, 2021. Noting that this status is reserved for those who have made exceptional contribution to the progress and welfare of the University and have served with distinction and devotion for many years, he announced that the Committee's candidates were former Trustees Robert M. Hernandez and Jack D. Smith. Upon motion duly made and seconded, the Board of Trustees approved the Resolution Recommending Candidates for the Status of Emeritus Trustee, an official copy of which is included with these minutes.

Report of the Property and Facilities Committee. Trustee Peter C. Varischetti, Chairperson of the Property and Facilities Committee, reported that the Committee met in a duly advertised public meeting on July 8, 2021. At that meeting, the Committee approved three proposals. First, the *Bradford Campus Engineering and Information Technologies Building* will be a 39,500 gross

square foot building designed to house new programs in Mechanical Engineering Technology and Energy Engineering Technology; the relocated Computer Information Systems & Technology program; and academic support space for increased student enrollment. The building will include engineering labs and shops, computer labs, the campus data center and active large group classrooms and will cost \$24,500,000.

Second, the *Greensburg Campus Life Sciences Building* will support increased enrollment in academic nursing program offerings in Westmoreland County in response to increased demand and rapidly changing needs in the health care industry. The two-story, 32,000 gross square foot building will have a corridor connection to the existing Smith Hall to create a unified Life Sciences Complex and will include a nursing clinical lab; simulation suites; chemistry, biology, and computer labs; a nursing administration suite; and student lounge space. The project will seek Leadership in Energy and Environmental Design (LEED) certification and will cost \$19,280,000.

Finally, the *Alan Magee Scaife Hall Improvements – Phase 2 (Renovation)* will modernize approximately 43,000 square feet on four floors on the west side of the existing building to provide quality teaching and student spaces designed to attract top students, faculty, and staff. Teaching and support spaces will be re-configured and consolidated, and modern lecture halls, laboratories, and group study spaces will be constructed to support team-based learning and student interaction. The renovations will cost approximately \$30 million. Phase 1 of the renovations, currently under construction, will provide a 113,000 square foot West Wing addition to Alan Magee Scaife Hall.

Committee Chairperson Varischetti also noted that combined, these three projects are projected to generate 356 construction jobs and 142 support jobs for the Commonwealth of Pennsylvania and the regional economies.

Report of the Student Affairs Committee. Committee Chairperson Roberta A. Luxbacher noted that during a duly advertised public meeting on July 8, 2021, the Committee approved a resolution to increase the mandatory Security and Transportation Fee at the Pittsburgh Campus. The \$90 per semester fee, which supports the campus shuttle system and the fare-free ride program with the Port Authority of Allegheny County, had remained unchanged since 2007. Now insufficient to support these services, resulting in a \$16.5 million and growing deficit in the University Transportation Reserve account, the fee will increase from \$90 per semester to \$130 per semester for all students beginning Fiscal Year 2022.

Report of the Chancellor. Vice Chairperson Cestello noted that the Board was briefed on the new Plan for Pitt at their information meeting earlier today. He expressed the Board's support for the Plan for Pitt and thanked members of the University community for their extensive and thoughtful work. He then called on Chancellor Gallagher for his annual report.

Chancellor Gallagher began his report by thanking the Trustees for their service and leadership. He also offered a special welcome to the three new Trustees: Majdi Abulaban, Hui Debra Cen, and Bryan Salesky in attendance. Chancellor Gallagher also offered his congratulations to newly elected Emeriti Trustees: Robert M. Hernandez and Jack D. Smith.

COVID-19 Update. Chancellor Gallagher reported that the University had launched a vigorous vaccination effort on all campuses this past year. Vaccination clinics had been held in the Petersen Events Center, on all University campuses, and in community settings around Pittsburgh. He noted that the new Pitt CoVax Center (“Center”) was open to not only the University community, but the general public as well. The Center has administered more than 20,000 vaccination shots to date and is also a great source of information for anyone with questions about the vaccine. Flu shots will also be available at the Center.

Chancellor Gallagher stated that vaccination, mitigation, distancing, and hygiene are the key cornerstones of the University’s strategy to have a productive academic year while keeping the members of the University community as safe and healthy as possible. As of September 22, 2021, 91% of the University community, across all campuses had uploaded proof of vaccination. He reported that over the first several weeks of the fall semester, the number of positive COVID-19 cases per day had remained relatively low, with those infected and vaccinated not requiring hospitalizations.

Student Enrollment. Chancellor Gallagher reported that graduate student enrollment, a major strategic focus for the University, is starting to increase after a decline during the COVID-19 pandemic. International enrollment, which has been complicated by visa and travel restrictions, is also rebounding.

Undergraduate enrollment remains extremely strong on the Pittsburgh campus, although regional campus enrollment continues to decline, consistent with national trends preceding the COVID-19 pandemic. Chancellor Gallagher noted that, despite the profound challenges and tumultuous times, the University is emerging from the past year extremely well positioned for success.

With Pitt, PA Wins. Chancellor Gallagher reported that nearly 6 out of every 10 first-year students are Pennsylvania residents. With increasing and diversified economy, including “Eds and Meds,” robotics, energy, arts & culture, many graduates are choosing to stay in the region post-graduation, enhancing the regional strength. The University has an enormous amount of economic activity in the county and across the state. Combining all five campuses, the University: (i) pays \$184 million in state and local taxes; (ii) supports more than 37,000 jobs; and (iii) has an economic impact of \$4.2 billion. The University is engaged from the grassroots community level all the way up to collaborating with industry partners and government on large-scale economic development for the good of the region.

Commonwealth Appropriation. The Chancellor noted the importance of the University’s Commonwealth appropriation as an essential element of its support for Pennsylvania students with funding enabling the lowering of in-state tuition. He noted his appreciation to the General Assembly for its passage.

Pitt Success Pell Match Program. Chancellor Gallagher also highlighted other University financial aid efforts such as the Pitt Success Pell Match Program, launched in 2019 under Provost Ann E. Cudd. He commented on the tremendous effect lowering barriers for students attending the University can have, as a degree from the University increases lifetime earnings and improves standards of living for graduates.

Budget Impact. The Chancellor moved on to discuss the University's financial status. Despite the challenges of the pandemic on higher education nationwide, the University emerged in a fairly good financial position largely as a result of early strategic decisions such as holding salaries for faculty and staff flat; offering voluntary early retirement to those who met certain criteria, which was accepted by 451 staff and 56 faculty members; pausing nonessential hiring, travel, and most construction projects; and imposing a 5% cut on responsibility centers. These budget cuts freed up approximately \$44 million to cover COVID-19 expenses such as technology to support the Flex@Pitt hybrid learning model; personal protection equipment; COVID-19 testing; de-densified student housing; campus modifications to promote physical distancing; and improved ventilation. Chancellor Gallagher noted that despite the pandemic, revenues held up well, with research achieving another record high. Grants and contracts exceeded \$900 million for the first time in history, driven by solid growth in the School of Medicine as well as other academic areas. Gross tuition and fees held mostly steady from 2020 to 2021, with tuition rates held flat. Financial aid spending increased from increased by \$12 million, including the second year of the Pitt Success Program, which totaled \$32.8 million in Fiscal Year 2021. The University Endowment distributions increased this year due to strong market performance. The soon-to-be released audited financial statements will show the University Endowment value was near \$5.7 billion as of June 30, 2021.

The Chancellor advised the Board that approximately \$162 million was donated to the University in Fiscal Year 2021, which is an increase to the prior fiscal year. He noted positive trends indicated that philanthropy was recovering from the COVID-19 pandemic.

Chancellor Gallagher reported that the auxiliary revenues were down by nearly \$30 million as a result of fewer students living on campus, but a quick recovery is expected as the University resumes normal operations. Chancellor Gallagher commented that overall, the University has weathered the historic disruptions and the significant impact of the COVID-19 pandemic.

Plan for Pitt. Chancellor Gallagher advised the Board that the new strategic plan is organized under the strategic goals in three areas: (i) Our People; (ii) Our Programs; and (iii) Our Purpose. He thanked the Board for their support in the planning process and will ensure the University is accountable for reaching excellence.

With respect to our people, Chancellor Gallagher noted some of the academic honors and other accomplishments of University students, faculty, and alumni and new deans who joined the University in Fiscal Year 2021, including Carissa Slotterback, dean of the Graduate School of Public and International Affairs; Maureen Lichtveld, dean of the Graduate School of Public Health; Nicola Foot, dean of the University Honors College; and Carla Panzella, Dean of Students.

With respect to highlighting our programs, Chancellor Gallagher discussed internal programs that support the success of the University faculty such as the Pitt Momentum Funds, which offers seeding, teaming and scaling grants. He highlighted some of the grant recipients whose research touched on areas such as how the COVID-19 pandemic is disproportionality impacting marginalized communities; the lack of access by Black youth to higher education; faculty participation in University Big Proposal Bootcamp; and the Engineering Rehabilitation Center receiving a grant from Health and Human Services, which bodes well for future funding from

them. Chancellor Gallagher commented that internal mechanisms of support are focused on helping faculty develop more effective proposals, more team projects and more partnerships, which lead to more funding. He noted that overall, research grants and contracts totaled \$914.5 million, a new record putting the University in elite company among public research institutions. The University also ranked in the top 10 among institutions in the National Institute of Health's funding and in the top 15 in National Science Foundation support.

Chancellor Gallagher highlighted our purpose by reporting that the University is partnering with Carnegie Mellon University to launch a first-time collaborative center called the Collaboratory Against Hate. The goal of the center is to understand the creation and the proliferation of extremist hate, whether online spaces or in real life, and to develop meaningful interventions against the spread of extremist hate and its consequences. Chancellor Gallagher commented that it is a wonderful example of the University responding to societal needs—and changes in societal needs—to fulfill its mission to improve society through the application of knowledge, creativity, and innovation.

Chancellor Gallagher also noted the impact of the Small Business Development Center (SBDC) at the University. The SBDC was named the top center out of more than 1,000 nationwide. The mission of the SBDC is to grow the economy of Western Pennsylvania by giving entrepreneurs the education, information, and tools they need to build a strong business. The award recognized what the SBDC has accomplished the previous year, helping local clients record \$16 million in business capital formation and supporting nearly 3,500 regional jobs.

Campus Master Plan. Chancellor Gallagher noted that this was an eventful year in terms of facilities, especially on the Pittsburgh Campus. Many aspects of long-term campus planning have started to get underway on all campuses.

The Chancellor noted the following projects:

- ❖ Bigelow Block Transformation
- ❖ Completion of the Petersen Sports Center – first of the Victory Heights expansion
- ❖ Alan Magee Scaife Hall expansion
- ❖ University Recreation and Wellness Center
- ❖ Engineering and Information Technologies Building – Bradford Campus
- ❖ Life Sciences Building – Greensburg Campus.

The University remains on track to meet its goals to reduce energy use intensity and greenhouse gasses by 50% by 2030, along with reaching carbon neutrality for the Pittsburgh campus by 2037. In Fiscal Year 2021, the University also added its 15th LEED-certified building, increasing LEED-certified space to more than 1.2 million square feet.

Chancellor Gallagher advised the Board of the off-campus development for the Life Sciences Corridor. The University received a gift of \$25 million from the Henry L. Hillman Foundation in support of the Life Sciences Corridor. He noted this will expand Pittsburgh-based research and innovation in advanced immunotherapy, biomanufacturing, personalized medicine, and vision restoration.

Chancellor Gallagher concluded his report by noting the University is not immune to the challenges society faces, but that the University works to solve hard problems and be a part of the solution.

New Business/Adjournment. There being no new business to come before the Trustees, Vice Chairperson Cestello wished everyone a great Homecoming Weekend and adjourned the meeting.

Rosalyn E. Jones, Vice Chancellor and
Secretary of the Board of Trustees