University of Pennsylvania Board of Trustees
Stated Meeting

Meeting of June 20, 2008

MINUTES

A Stated Meeting of the Trustees of the University of Pennsylvania was convened on June 20, 2008, in the Hall of Flags, Houston Hall.


The complete texts of all resolutions passed in the course of the meeting are appended to this document and are to be considered part of the official record of this meeting.

Chairman James Riepe called the meeting to order at 11:50 a.m.

Chair’s Report

Mr. Riepe welcomed everyone to the spring meeting of the Trustees. Mr. Riepe noted that the Trustees had enjoyed a dinner in Irvine Auditorium the previous evening with Philadelphia’s Mayor Michael Nutter, W’79 as the guest speaker.

He praised President Amy Gutmann, Provost Ron Daniels, Executive Vice President Craig Carnaroli and their staffs as well as the deans and the center heads on an exceptional year for Penn and acknowledged the Trustees for their continued support.

Mr. Riepe recognized Charles Howard, C’00 on his elevation to his new position as University Chaplain. Mr. Riepe expressed his confidence in Rev. Howard to excel in this position and noted that as an alumnus, Rev. Howard displays a passion for both his job and for Penn.
University Chaplain Rev. Howard presented the invocation.

The minutes of the February 22, 2008 meeting were approved as distributed.

Nominating Committee Report

The following resolutions were presented and approved (full resolution text is appended):

- Resolution to Reelect William L. Mack as Vice Chair of the Board of Trustees
- Resolution to Elect the Executive Committee
- Resolution to Appoint the Investment Board
- Resolution to Reelect Andrew R. Heyer as a Term Trustee
- Resolution to Elect Daniel S. Och as a Term Trustee
- Resolution to Elect Paul Williams as a Term Trustee

Mr. Riepe called on Charter Trustee and Nominating Committee Member Andrea Mitchell to present an additional resolution.

Ms. Mitchell presented the following resolution which was approved unanimously by the Board of Trustees (full resolution text is appended):

- Resolution to Reelect James S. Riepe as Chair of the Board of Trustees

President’s Report

Dr. Gutmann began her report by noting the passing of Anne d’Harnoncourt, Director of the Philadelphia Museum of Art. Dr. Gutmann noted Ms. d’Harnoncourt’s profound impact on both the Philadelphia Museum of Art and the city of Philadelphia. She expressed her deepest sympathy and called for a moment of silence in memory of Anne d’Harnoncourt.

Dr. Gutmann provided an update on the Making History campaign by first noting its enormously successful public launch. The campaign shattered the annual record for virtually every fundraising category. Dr. Gutmann noted that at the time of the Stated Meeting, Penn had recorded $570 million in new commitments including $444 million in cash receipts and $201.2 million in contributions to the endowment. She also remarked that there were 92 gifts of $1 million or more of which 37 represent first-time million dollar donors. With four years to go, the Making History campaign has already passed the $2 billion mark ($2.029 billion): 58% of the $3.5 billion goal.

In terms of recent major gifts, Dr. Gutmann recognized the generous contribution by Anne and Jerome Fisher in the amount of $50 million to support a new eight-story translational medical
research center. This gift, the largest thus far to the campaign, will help secure Penn Medicine’s future as a world leader in bench-to-bedside treatments and cures. Dr. Gutmann also recognized a gift in the amount of $15.4 million to Penn Medicine from the Henry Erdman Trust and a gift in the amount of $10 million to the Law School from Perry and Donna Golkin.

Moving on to University faculty news, Dr. Gutmann announced that Robert Ghrist, a “singular math and engineering sensation,” has been appointed as the seventh Penn Integrates Knowledge professor. He will hold the Andrea Mitchell University Professorship. Dr. Gutmann also acknowledged Andrea Mitchell and Alan Greenspan for endowing this professorship.

In campus development news, Dr. Gutmann remarked on the ongoing progress of the Penn Connects plan. A design plan for Penn Park is expected to be approved by the spring of 2009 which will allow for a complete transformation by the spring of 2011.

Dr. Gutmann reported on a record breaking number of applications for undergraduate admissions in what she described as the longest undergraduate admissions season in Ivy League history. Penn received 22,935 applications for undergraduate admission and is expected to enroll the most academically accomplished and diverse entering class in Penn’s history. Furthermore, Dr. Gutmann noted the already palpable impact of the expanded financial aid program. The number of low-income students who will enter the class of 2012 has increased by 17%.

Dr. Gutmann presented the following three resolutions (full resolution text is appended):

- Resolution of Appreciation for Marjorie Jeffcoat
- Resolution to Appoint Jeffrey Cooper as Vice President for Government and Community Affairs
- Resolution to Appoint Eric Furda as Dean of Admissions

Academic Report

Provost Ron Daniels announced the appointment of Marilyn Jordan Taylor as the Dean of the School of Design, effective October 1. Ms. Taylor is currently the partner in charge of the Urban Design and Planning Practice at Skidmore Owings & Merrill LLP. Ms. Taylor is an expert in using public space and infrastructure to shape urban districts and civic places. Her projects with Skidmore Owings & Merrill have included: Columbia University's Manhattanville Master Plan, the East River Waterfront Master Plan and the Ben Gurion Airport in Tel Aviv among others. Provost Daniels recognized Dean Eduardo Glandt, head of the search committee, for his instrumental role in the success of this appointment.

Provost Daniels then presented the following resolution (full resolution text is appended):

- Resolution on Faculty Appointments, Leaves and Promotions

Click here for full texts of resolutions
Financial Report

Executive Vice President Craig Carnaroli noted the net assets for the consolidated University continue to experience positive growth, increasing 3% this fiscal year through April. He noted gains from both Operating Activities as well as Non-Operating Activities.

Turning specifically to the academic component, Mr. Carnaroli remarked on the continued positive effect on the financial statements from the impact of the Making History campaign. Its impact offsets the challenges that continue to be experienced in the sponsored program research area as well as the volatile investment markets. Total contributions on a GAAP basis this year through April totaled $308.7 million, which was a 67% increase over the prior fiscal year.

Mr. Carnaroli reported that the Health System continued to experience strong admissions growth, up 4.8% over the prior year. In addition, the Health System continues to generate a positive operating margin, which it has been able to reinvest in both clinical and now, most recently, in academic facilities. At the same time, the balance sheet ratios continue to strengthen. Mr. Carnaroli announced that the Perelman Center for Advanced Medicine received its first patient on Monday, June 16, 2008.

The financial officers for both the University and the Health System have worked on a forecast for the end of the year. It is anticipated that for both the Academic and Health System components the budgets for FY 2008 will either be met or exceeded.

Penn Medicine Report

Executive Vice Dean and Chief Scientific Officer Glen Gaulton reported on a terrific year for the School of Medicine. In notable admissions news, Dr. Gaulton remarked on the increase in underrepresented minorities in the current year’s incoming class: over 21%, the highest percentage in the School of Medicine’s history.

Dr. Gaulton noted that public recognition of the faculty for its excellence in laboratory science and clinical work continues unabated and more people than ever before choose Penn Medicine physicians for their medical care.

Dr. Gaulton announced that the first radiation-oncology patients were recently seen in the Perelman Center for Advanced Medicine. He noted that additional programs continue in preparation for the grand opening of the Perelman Center in October 2008. Development of the Roberts Proton Therapy Center progresses with scheduled completion in 2009.

Dr. Gaulton recognized the naming gift from Anne and Jerome Fisher for the Fisher Translational Research Center, which is located immediately adjacent to the Perelman Center for Advanced Medicine and immediately above the Roberts Proton Therapy Center. Dr. Gaulton commented that the proximity of these buildings creates a truly unique and exceptional biomedical complex.
Dr. Gaulton also took a moment to acknowledge each of the over 13,000 faculty and staff who contribute to the continued progress and development within the University and the Health System.

Admissions Report

Interim Dean of Admissions Eric Kaplan reported on the “complicated, unpredictable and protracted” year in admissions. He noted that these complications were primarily due to changes in early programs by Harvard and Princeton which resulted in difficult yield predictions. To a lesser degree, changes in financial aid programs added a level of complexity to the yield equation. Mr. Kaplan, however, remarked that the University was comfortably above target for enrollment and that President Gutmann and Provost Daniels would be able to welcome the Class of 2012 upon arrival in August 2008 as Penn’s most academically talented and diverse group ever.

Applications rose slightly to 22,935 with the admit rate at 17% and the yield rate at 63%. In terms of quality, the average SAT “super-score,” comprised of three components (Critical Reading, Math and Writing), rose 12 points to an all-time high of 2130 and the SAT subject tests average rose seven points to 730. Mr. Kaplan also stated that the economic, ethnic and geographic diversity of the Class of 2012 is the highest in Penn History. Specifically, there was a 17% increase in students from the lowest income backgrounds. In terms of ethnic diversity, African American and Black students represent 9.4% of the class, Hispanic and Latino students represent 7.5% and Asian students represent 23% of the class. Mr. Kaplan noted that there will be eight Native American students in the incoming class.

All 50 states are represented in the new class and international students constitute 14% of the class. The international yield rate this year is 67% resulting from substantial yield increases in Central and South America, the Caribbean and Africa. Mr. Kaplan noted that the University is gaining momentum in areas that have typically been globally underrepresented.

Dr. Gutmann recognized Mr. Kaplan for his “phenomenal job” in the admissions effort to secure the Class of 2012. She extended her appreciation and asked that everyone join her in thanking Mr. Kaplan for a job well done.

Academic Policy

Chair Deborah Marrow reported that the meeting of the Academic Policy Committee focused on the topic of assessment in higher education. The Committee received presentations by Provost Daniels and others. The two primary questions addressed in discussions were:

- How do we assess the quality of education at Penn?
- How do we better communicate the results of our assessments to the public?

Dr. Marrow noted that there is increasing government pressure to improve the accountability of higher education institutions in ways parallel to the mandates of “No Child Left Behind” in K through 12 education. Universities need to find ways of being appropriately accountable and of using assessment to improve the quality of educational experience and then communicating
effectively to prospective students, faculty, parents, government officials and others. Dr. Marrow reported that the presentations and discussions focused on the ways in which Penn already engages in many ongoing forms of assessment: teaching evaluations (and their use in tenure, promotion and salary decisions), tracking by program of the placement of Ph.D. students following degree completion, external accreditations and peer review, self studies by departments and schools with the oversight of the Provost’s Staff Conference and ultimately the Trustees.

Furthermore, there was discussion of developing new measures of data collection for accountability and performance review. Departments and schools are increasingly providing benchmarks to evaluate their year-to-year performance and demonstrate their strengths relative to their peers. Dr. Marrow stated that the meeting concluded with more discussion of the importance of communicating a strong public message about the nature and value of research institutions as distinct from other higher education institutions, as well as the need to share assessment information that demonstrates the high quality of a Penn education.

On a separate note, the Committee was also informed of a name change of a department at the Wharton School - from Health Care Systems to Health Care Management.

Audit and Compliance

David Cohen provided the report in the absence of Chair Jay Fishman. Mr. Cohen noted that the Committee began the meeting by approving the minutes from the prior meeting and then received a report from Robert Blank, Chair of the PENN Medicine Committee on Audit and Compliance. Mary Lee Brown briefed the Committee on the FY 2009 work plans for the Office of Audit, Compliance and Privacy.

Mr. Cohen reported that PwC provided an update on progress and preparations for the FY 2008 audit and it was noted that everything was on schedule. The Committee received a report from the financial officers on the significant accounting and reporting matters affecting the financial statements for the fourth quarter as well as a briefing on the form and content review of the annual report. Mr. Cohen stated that the finance teams for both the University and the Health System along with PwC had successfully streamlined the external financial statement preparation of the auditing process to enable completion of the consolidated financial statements and the audit one month earlier, which is by the middle of September. Mr. Cohen noted that the accelerated schedule has a number of benefits for the University and the Health System and compares very favorably to the benchmark of 75 days for SCC accelerated filers.

Finally, Mr. Cohen reported that the Committee reviewed and noted substantial progress on addressing the comments in the 2008 management letters for both the University and the Health System.

Campaign Steering/Development

Chair David Silfen reported that in lieu of the regular Development Committee meeting, the second annual meeting of the Campaign Steering Committee was held. The Campaign Steering
Committee is composed of the Campaign Co-Chairs, the members of the Development Committee, representatives from all of Penn’s 17 Schools, the leadership of the Campaign’s Major Gift Committee, the Parent’s Leadership Committee and Penn Alumni. There were approximately 50 people in attendance. The meeting featured a presentation and a discussion on the importance of endowing faculty positions, which is one of the core priorities of the Making History campaign.

The Committee also received updates on the progress of the Campaign as it nears the conclusion of its first public year. As Dr. Gutmann reported, Penn recently surpassed the $2 billion-mark and is also well ahead of projections for the year. Mr. Silfen noted that the Committee anticipates record-setting results in the following areas: new gift commitments, cash receipts, annual giving and receipts added to the University’s endowment, which recently surpassed $200 million for FY 2008. On behalf of the Trustees’ Development Committee, Mr. Silfen thanked all of the Trustees and the administration for their generous support and hard work throughout the past year.

**Budget and Finance**

Chair John Clark stated that the Budget and Finance Committee reviewed the consolidated Academic and Health System financial results for the 10 months ended April 30, 2008. The Committee also reviewed the proposed operating capital budget for the Academic component and the Health System for FY 2009.

The following resolutions were presented and approved (full resolution text is appended):

- Resolution to Authorize the Fiscal Year 2009 Operating Budget for the University of Pennsylvania
- Resolution to Authorize a Revision to the Spending Rate for Financial Aid Endowments
- Resolution to Authorize the Fiscal Year 2009 Capital Plan for the University of Pennsylvania
- Resolution to Authorize the Fiscal Year 2009 Operating Budget for the University of Pennsylvania Health System
- Resolution to Authorize the Fiscal Year 2009 Capital Budget for the University of Pennsylvania Health System
- Resolution to Authorize $50,000,000 for Construction and Fit Out of Shelled Clinical Floors at West Tower
- Resolution to Authorize the Design and Construction of DRIA Franklin Field Weight Training and Fitness Center for $25,700,000 (for a total budget of $27,700,000)
• Resolution to Authorize the Revised Scope and Budget for the Design & Construction of SVM NBC Isolation and Colic Barn Facility and Chemical Digester for an additional $2,420,000 (total revised budget of $16,770,000)

• Resolution to Authorize $15,400,000 in Capital Funding in Conjunction with Proposed Use of Henry P. Erdman Trust Funds Including for Phase Two of the “Henry P. Erdman Educational Center of the University of Pennsylvania” at the Penn Medicine at Valley Forge Campus

• Resolution to Authorize Construction of SAS Music Building Renovation and Addition for $14,330,000 (for a Total Revised Budget of $15,880,000)

• Resolution to Authorize the Sheraton University City Renovations – Phase II in the amount of $4,538,188

• Resolution to Authorize English House Window Wall Replacement in the Amount of $4,400,000

• Resolution to Revise a Lease for Space to be Occupied by University Archives at 3401 Market Street for an Additional $520,000 (total revised budget of $3,790,000)

• Resolution to Authorize Design and Construction of the Morris Arboretum Tree Adventure Exhibit in the Amount of $2,600,000

• Resolution to Authorize the Design and Construction of 3700 Woodland Walk in the Amount of $1,500,000

• Resolution to Declare the University’s Intent to Reimburse Capital Costs with Proceeds of Borrowings

• Resolution to Declare the University of Pennsylvania Health System’s Intent to Reimburse Capital Costs with Proceeds of Borrowings

Mr. Riepe recognized Mr. Clark for his eight years of service as Chair of the Budget and Finance Committee from which the University has benefited substantially. On behalf of the Trustees, Mr. Riepe extended his appreciation for Mr. Clark’s service.

External Affairs

Chair Andrea Mitchell noted that Marie Savard chaired the meeting in her absence. Ms. Mitchell stated that the Committee received the annual report from General Manager Roger LaMay on the status of WXPN. Mr. LaMay shared the experiences of student interns in various roles at the station and described their feedback on the “Writing for Radio” course. The Committee was also updated on the success of the recently licensed operations in Harrisburg.
Ms. Mitchell remarked that Vice President for University Communications Lori Doyle compiled *Penn in the News* which was distributed at both the Committee meeting and at the Stated Meeting. Ms. Doyle also recounted Penn’s recent presence in leading pop culture programming such as Stephen Colbert’s “The Colbert Report,” “Jeopardy!,” and “The Simpsons.”

In related news, Ms. Mitchell highlighted the attention Penn received through the Pennsylvania Democratic Primary. She described Penn as a laboratory for political science and political action.

Ms. Mitchell noted that Director of Federal Affairs Lawrence Bertuola provided details related to the federal appropriations outlook, specifically in regard to the challenges facing higher education as Congress considers college affordability and seeks to reauthorize the Higher Education Act.

Assistant Vice President for Commonwealth Relations Paul Cribbins provided a report to the Committee regarding the Governor’s non-preferred appropriations bills which are now being considered by the General Assembly. Ms. Mitchell stated that the Commonwealth’s budget remained unresolved as negotiations were proceeding. The Governor has proposed a $50.3 million direct appropriation for Penn which would represent an increase of 1.3%.

**Facilities & Campus Planning**

In the absence of Chair William Mack, Christopher Browne chaired the meeting and provided the report to the Trustees.

Mr. Browne began by noting that Dean of the School of Arts and Sciences Rebecca Bushnell introduced the first project of the Committee meeting, the renovation and addition to the Music Building. The $15.9 million project would restore the 11,300 GSF historic Music Building on 34th Street, and add a new 13,700 GSF addition. Ann Beha, principal at Ann Beha Architects in Boston, outlined the design and provided a 3-D animation of the project.

Director of Athletics Steve Bilsky introduced the next project, the Weight Training Facility and Fitness Center at Franklin Field. This innovative project would enliven the underutilized north arcade of Franklin Field with improved weight training facilities for varsity athletes and a new recreation fitness center for students and staff. The project will also include ground level retail. Stacey Jones, partner with Crawford Architects in Kansas City, presented the design.

The third project presented was a new One Way Loop Circulation Pattern at Civic Center Boulevard. Nelson Shaffer and Jim Markham of Pennoni Associates outlined the proposed new circulation improvements for the former Civic Center site. This project was sponsored by the University, the Hospital of the University of Pennsylvania and the Children’s Hospital of Philadelphia.

In the final presentation to the Committee, Vice President for Facilities and Real Estate Services Anne Papageorge summarized the busy schedule of summer projects.
Neighborhood Initiatives

Chair Susan Taylor reported that the Neighborhood Initiatives Committee held a very informative meeting that included an update on key real estate development projects and a review on the impact of Penn’s continuing efforts to enhance the vitality and quality of life in West Philadelphia.

Ms. Papageorge reported on the status of a number of key projects on and around campus. She noted that the Radian apartments expect to be completed on time and is already fully leased with a waiting list. Director of Real Estate Services Ed Datz provided an update on Penn’s efforts to provide a variety of retail opportunities adjacent to campus. Many of the restaurants and other venues near campus are surpassing industry benchmarks in sales volume per square foot.

Professor John Landis outlined metrics and benchmarks that are used to measure a neighborhood’s vitality and quality of life. Professor Susan Wachter provided data that indicated that the residential real estate in the neighborhood outperforms other neighborhoods with the Penn Alexander catchment area having experienced the greatest appreciation. Dr. Wachter pointed out that price appreciation has important implications regarding the affordability for Penn staff, given that the housing stock in the mortgage program boundaries is consistently in excess of $200,000. However, just outside the program boundaries houses are more affordable in the $65,000 range.

Professor Dennis Culhane reported on the increase in rental rates in West Philadelphia since Penn’s initiatives were instituted not only because of the development of high-end rental properties like the Left Bank and Domus but also as the result of the area’s increasing desirability. He reported that crime, particularly robberies and aggravated assaults, in the Penn Patrol area is significantly lower than in the 18th District and in the city overall. Dr. Culhane also reported that the Penn Alexander School students scored significantly higher on the 3rd grade TerraNova Reading and Math tests than any other schools in the neighborhood. Penn-assisted schools Lee and Wilson also showed increases in reading test scores between the years 2003 and 2006.

Dr. Taylor noted that overall indicators show that Penn has made a tremendous difference in the quality of life of the neighborhood. Dr. Taylor pointed out that issues and challenges remain that require Penn’s continued attention and vigilance to ensure that the neighborhood remains socio-economically and ethnically diverse and to monitor the results of Penn’s efforts including any unintended consequences.

Student Life

In the absence of Chair Alan Hassenfeld, Claire Lomax led the Student Life Committee meeting. Ms. Lomax noted that discussion focused on Penn’s vibrant student-led performing arts community.
Director of the Platt Performing Arts House Ty Furman addressed the context and scope of student performing arts at Penn and student performing arts venues such as Platt House. Dr. Furman also briefed the Committee on the achievements of Penn Performing Arts Council groups and individual performers along with ongoing outreach efforts to students and community groups outside of the University. The proposed topics discussed for the next meeting include: retention and support services for students, technology to support student life infrastructure, access and equity programs as well as career services in a changing global economy.

**Investment Board**

Mark Winkelman summarized the activity of the Investment Board meeting, in the absence of Chair Howard Marks. He noted that the recent performance of the Associated Investment Fund as well as the recent investment activity and asset allocations were reviewed. Mr. Winkelman reported that Penn’s well-positioned portfolio had minimal exposure to credit, mortgages and structured products, which in turn protected capital in what has been a period of profound market turmoil. For the fiscal year to date through May 31, the AIF returned a positive 0.7%. The composite benchmark for the period was a positive return of 2.9%. While the return was short of the benchmark, Mr. Winkelman noted that it was fortunate to not have incurred a negative return.

Mr. Winkelman expressed the Investment Board’s confidence that Penn was well-positioned to take advantage of the current dislocation in financial markets. The Office of Investments has been active over the past several months in allocating capital and in deploying more than $1 billion in a variety of new opportunities.

On the organizational front, Mr. Winkelman recognized Chief Investment Officer Kristin Gilbertson’s work in building a strong team of experienced investment professionals who look forward to steadily improving Penn’s investment portfolio.

**Penn Alumni Report**

Chair Paul Williams provided his final report as President of Penn Alumni. He began his report by expressing his appreciation to the Alumni Relations and Events staff for a very successful Alumni Weekend. With over 5,000 preregistrations for the general events and over 3,100 registered for school-sponsored events, Mr. Williams noted its great success.

Additionally, Mr. Williams noted the turnout of over 200 participants in the annual retreat organized by the reunion class leadership. The retreat anticipates the development of programs a year in advance of Alumni Weekend. Mr. Williams recognized the tremendous effort and high energy levels going into the planning of the following year’s Alumni Weekend.

Mr. Williams stated that the Senior Class of 2008 set a record in their gift drive in terms of participation: 68%. Mr. Williams noted that the continued success and growth of the Senior Class Gift Drive can be attributed to the building of heritage and the sense of connection to alumni that has been fostered by the Penn Traditions Program. The Class of 2008, whose tenure here at Penn coincided with the first four years of Dr. Gutmann’s tenure as President, granted her
honorary membership in the Class of 2008. Mr. Williams noted that shortly thereafter, the Alumni Board inducted Dr. Gutmann as an honorary alumna.

In other business, the Penn Alumni Nominations Committee recommended the following individuals to fill the Alumni Trustee positions for five-year terms beginning January 1, 2009:

- David Ertel, W’87, WG’88
- Sarah W. Fuller, CW’71
- Michael J. Kowalski, W’74

Mr. Williams announced that three additional positions would open the following year and asked that the Trustees submit recommendations and nominations. Furthermore, Mr. Williams announced that the Penn Alumni Board unanimously voted to elect Lee Spelman Doty W’76 to serve as Penn Alumni President for a three-year term beginning July 1, 2008. Mr. Williams expressed his gratitude for the opportunity to serve as Penn Alumni President and congratulated Ms. Doty on her election.

Mr. Riepe recognized Mr. Williams’ success as Penn Alumni President for the past five years and noted the Board’s enthusiasm for Ms. Doty assuming the position. On behalf of the Trustees, Mr. Riepe thanked Mr. Williams for his work on behalf of the Trustees and on behalf of all of the alumni of the University of Pennsylvania.

Appointments to Penn Medicine, Overseers and Other Boards

The following resolutions were presented and approved (full resolution text is appended):

- Resolution to Appoint Kevin S. Penn to the Board of Overseers of the School of Design
- Resolution to Appoint Jeffrey E. Schwarz to the Board of Overseers of the Graduate School of Education
- Resolution to Appoint Andrew S. Rachleff as Chair and Mitchell I. Quain as Chair-Emeritus of the Board of Overseers of the School of Engineering and Applied Science
- Resolution to Appoint David Ackerman, Susanna E. Lachs and Ivan Ross to the Board of the Center for Advanced Judaic Studies
- Resolution to Appoint David D. Aufhauser and Joseph B. Frumkinto the Board of Overseers of the Law School
- Resolution to Appoint Barbara Brizdle, Christine Hikawa and Rodger R. Krouse, to Re-appoint Joseph F. Rascoff to the Board of Overseers of the University Libraries and to Re-appoint Thomas J. Cusack as the Board’s Chair
• Resolution to Appoint Perry Golkin to the PENN Medicine Board

• Resolution to Appoint Perry Golkin to the PENN Medicine Executive Committee

• Resolution to Re-appoint Andrea M. Baldeck and Carlos L. Nottebohm to the Board of Overseers of the University of Pennsylvania Museum of Archaeology and Anthropology

• Resolution to Appoint Rosemarie B. Greco as Chair and Dean C. Kehler as Vice-Chair of the Board of Overseers of the School of Nursing

• Resolution to Appoint Vicki Panzier Gross to the Board of Overseers of the School of Social Policy & Practice

• Resolution to Appoint Mark G. Bulmash, Michael J. Glosserman, Mark H. Rosenberg and Michael E. Tabb to the Advisory Board of the Penn Institute for Urban Research

• Resolution to Appoint Richard Fitzpatrick, M.D. to the Board of Trustees of The Wistar Institute

The meeting was adjourned at 1:02 p.m.

Respectfully submitted,

Leslie Laird Kruhly
Secretary of the University