A Stated Meeting of the Trustees of the University of Pennsylvania was convened at 11:40 a.m. on Friday, February 27, 2009 in the Woodlands Ballroom at the Inn at Penn. Trustees present at the meeting were: James Riepe (Chair), Arlin Adams, Gordon Bodek, Judith Bollinger, Richard Brown, David Brush, Gilbert Casellas, Susan Catherwood, L. John Clark, David Cohen, Susan Danilow, James Dunning, William Egan, David Ertel, Jay Fishman, Sarah Wilder Fuller, Perry Golkin, Joel Greenblatt, Vahan Gureghian, Amy Gutmann, Andrew Heyer, Stephen Heyman, Paul Kelly, Michael Kowsalski, Laurie Landeau, William Lauder, M. Claire Lomax, William Mack, Howard Marks, Marc McMorris, Egbert Perry, Richard Perry, Julie Beren Platt, Andrew Rachleff, Katherine Stein Sachs, Marie Savard, David Silfen, Lee Spelman Doty, Susan Taylor, Robert Toll, Paul Williams and Mark Winkelman.


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.

Chair James Riepe called the meeting to order at 11:40 a.m.

Chair’s Report

Mr. Riepe welcomed everyone to the Winter Trustee Meeting and specifically welcomed the three new Alumni Trustees David Ertel, Sarah Fuller and Michael Kowalski and new Commonwealth Trustee Vahan Gureghian. Mr. Riepe then noted that Provost Ronald Daniels would be leaving Penn to assume the presidency at Johns Hopkins University and wished him well.

Mr. Riepe expressed how impressed he had been with the remarkable students the trustees had heard from at lunch the previous day. He also extended thanks to two trustees for their recent contributions: David Silfen and his wife Lyn for the inaugural David and Lyn Silfen University Forum “After the Fall: A WorldTransformed,” and Katherine Sachs for offering to escort trustees through the Philadelphia Museum of Art’s new exhibit, “Cezanne and Beyond.”

University Chaplain Reverend Charles Howard presented the invocation.
The minutes of the October 31, 2008 meeting were approved as distributed.

The following resolution was presented and approved (full resolution text is appended):
- Resolution to Amend the Bylaws of Penn Medicine (p. 1)

**Investment Board**

Investment Board Chair Howard Marks summarized the activity of the Investment Board meeting. Mr. Marks noted that in the 2008 calendar year, the endowment declined 24% and in the last half of 2008 (the first half of FY2009), it declined 19%. Mr. Marks indicated that this was considerably better than peer institutions had fared, largely due to the fact that the University had less invested in illiquid private investments. The University has more in cash and liquidity than it does in unpaid commitments, ensuring its financial security.

**President’s Report**

Dr. Amy Gutmann began with a moment of silence for Dr. John P. Pryor, who was killed on Christmas Day while serving in Iraq as a combat surgeon. Before deploying for his second tour with the United States Army, Dr. Pryor was the Trauma Program Director for the Hospital of the University of Pennsylvania.

Dr. Gutmann then announced that Denis F. Kinane would be the next Dean of the School of Dental Medicine. Dr. Gutmann expressed her confidence that Dr. Kinane would bring to the role of Dean a timely vision of the future of dental education and professional practice and that his leadership would renew and enhance the School of Dental Medicine’s prominence in the profession and the University. Dr. Gutmann then thanked Executive Vice President for the Health System and Dean of the School of Medicine Dr. Arthur Rubenstein, who chaired the consultative committee, and Interim Dean of the School of Dental Medicine Dr. Tom Sollecito for their counsel during the search process.

Next, Dr. Gutmann announced that tuition for the coming year would be increased by 3.75%, the lowest increase in 41 years. She stressed that the administration had done everything possible to keep the increase modest and that the University would cover the increase for all students who receive financial aid by augmenting their grant levels correspondingly. She added that Penn’s no-loan initiative would begin as scheduled in the fall of 2009. Under this initiative, loans will be replaced with grants for all undergraduates on financial aid. In addition, students from typical families with incomes less than $90,000 will no longer pay tuition, and students from typical families with incomes less than $40,000 will not pay tuition, room or board. Dr. Gutmann then discussed ways in which the University was preparing graduates to enter the career force, noting that the current economic climate had encouraged some students to pursue less traditional careers that correspond with their passions and their strengths.

Dr. Gutmann commended the five Penn faculty members, Jennifer Amyx, Harold Cole, Donald Kettl, Richard Marston, and David Skeel, who discussed the current economic crisis and the future of the global economy at the inaugural David and Lyn Silfen University Forum. The
panelists shared their expertise in economics, finance, law and politics, and engaged the Penn community both on and off campus.

In international matters, Dr. Gutmann reported that, as a result of her trip to China, Penn had signed new agreements with two leading universities: Shanghai Jiao Tong University and Tsinghua University. Both agreements focus on creating new research collaborations, undergraduate exchange opportunities and enhancing current partnerships, such as the Penn-Tsinghua T.C. Chan Center.

Finally, Dr. Gutmann noted five donors who had shown recent support of the Making History Campaign: Trustee Peter Skirkanich and his wife, Geri, who augmented their support of bioengineering with a new $2.27 million gift; Howard Silverstein and Patricia Bleznak Silverstein, who made a $1.75 million campaign commitment to be divided between the Institute of Contemporary Art and PennDesign; the Kresge Foundation, which awarded Penn’s School of Nursing its $1.5 million Challenge Grant in recognition of the school’s commitment to the community; SAS Overseer Dan Dosoretz and his wife, Celia, who made a $1.26 million commitment to SAS to support the Medical Physics Program in the College of Liberal and Professional Studies; and Jay Baker and his wife, Patty, who made a $1 million gift to support the ongoing operations of the Patty and Jay Baker Retailing Initiative at Wharton. She added that Penn has raised $2.302 billion – 66% of its goal of $3.5 billion – and remains on target to achieve its goal for the fiscal year.

Dr. Gutmann then presented the following resolution (full resolution text is appended) and noted how proud she was of all of Provost Daniels’ accomplishments, ranging from undergraduate research opportunities to increasing Penn’s profile abroad:

• Resolution of Appreciation for Ronald J. Daniels (p. 4)

Provost Daniels thanked Dr. Gutmann for her kind remarks and for the opportunity to serve under her leadership and wished her and the Trustees the best in lifting Penn to new heights.

Dr. Gutmann presented the following resolution (full resolution text is appended) and thanked Dean Afaf Meleis for her dedication to raising the profile of the School of Nursing and the nursing profession as a whole:

• Resolution to Reappoint Afaf Meleis as Dean of the School of Nursing (p. 5)

**Academic Report**

Provost Daniels made a few brief remarks on international initiatives at Penn. He reported that the Center for the Advanced Study of India (CASI) received a $366,000 grant from the MacArthur Foundation for studies of diaspora/home country interactions, including case study research examining Mexico, Russia, India and Argentina. It will also fund commissioned papers on institutional, policy and analytical issues for a book and for a workshop to be held at the World Bank. Devesh Kapur, Director of CASI, is the principal investigator and animator and will lead the India case study team. Additionally, in order to meet increasing demand for international summer internship opportunities, the University, in conjunction with each of its schools, has recently launched an International Internship Program (IIP). At least 50 students
this summer are expected to work at internships facilitated through CASI and the Botswana-UPenn Partnership, as well as in large international development NGOs.

Provost Daniels next discussed recent developments in the Law School. Between May 2008 and February 2009, new graduates and young alumni had obtained 61 clerkships, including 24 circuit and 25 district clerkships at the federal level, four in state supreme courts and two with international courts. In the fall of 2009, the Law School will launch a three-year JD/MBA program with Wharton, increasing the number of certificate and dual- or joint-degree programs offered with other schools at Penn to 30. The Law School’s Bold Ambitions capital campaign has raised $128 million towards its $175 million goal. Finally, under the leadership of Law School Dean Michael Fitts, a $30 million building is being planned to replace Pepper Hall.

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

- Resolution on Faculty Appointments, Leaves, and Promotions (p. 6)

Financial Report

Executive Vice President Craig Carnaroli noted that although operations were strong both in the University and the Health System, the net asset position of the University had declined by approximately 13.8% or $1.2 billion. Furthermore, the endowment declined by 19.1% for the first six months of FY2009 and the academic component had a net asset decline of nearly $1 billion. Mr. Carnaroli added optimistically that the sponsored program areas, including both direct and indirect cost recovery, had seen growth of 4.5%. Mr. Carnaroli then noted that Dr. Rubenstein and the School of Medicine, along with the other research-oriented schools, were mobilizing to take advantage of the new funding that will be available through the American Recovery and Reinvestment Act. In the area of new commitments, the University saw a decline in pledge activity, although receipts on prior commitments continue to be very strong.

Mr. Carnaroli stated that the Health System saw growth in adjusted admissions, both on the inpatient and outpatient side. Furthermore, UPHS’s market share grew both in the local market and through the expanded capacity of the Perelman Center for Advanced Medicine. Although UPHS was performing consistent with its budget for the year and had yet to see the ripple effect of the economy in the area of bad debt increases, management had been making adjustments in anticipation of payment reductions.

Mr. Carnaroli concluded with a few comments on the economic environment. He noted that the central administration was working closely with school and center leadership to put a number of measures in place to control expenses: reducing expenditures in human resources and personnel areas (including benefits and compensation); curtailing current expenditures in the areas of energy, miscellaneous travel, and entertainment; and cancelling or postponing capital projects. He added that management was investigating other cost-saving measures including business process reengineering, outsourcing opportunities and energy conservation.
**Penn Medicine Report**

Dr. Arthur Rubenstein reiterated that UPHS was maintaining its cost structure at the FY2008 level, which required reducing expenses by more than $100 million due to inflation.

Dr. Rubenstein turned next to the stimulus funds, noting that NIH’s budget had been increased by $10.4 billion; the NSF would receive an additional $3 billion; and other departments, including the Department of Defense and Department of Energy, had also received increased funds for research. Although these funds are restricted in many ways and focused on creating jobs, they also presented unique opportunities for Penn’s faculty to become well-funded in new and ongoing research. Representatives of the Schools of Nursing, Dental Medicine, the Engineering and Applied Science, Arts and Sciences, and Medicine were working together with the University to pool intellectual and administrative resources in securing these funds.

Dr. Rubenstein discussed the high quality of the applicants to the School of Medicine, indicating his confidence that he would able to report another outstanding class for Penn Medicine at the next meeting. He also noted the extraordinary group of medical students (17 women and 11 men) recently inducted into the Medical School Honor Society, Alpha Omega Alpha.

Finally, Dr. Rubenstein stated how proud he was of the achievements of the Health System, noting that the same trauma group Dr. Pryor had come from recently saved the life of a young man who was shot through the chest.

**Academic Policy**

In the absence of Academic Policy Committee Chair Dr. Deborah Marrow, Ms. Susan Danilow delivered the Academic Policy report. Ms. Danilow stated that the Committee discussed the progress the University has made in the hiring and promotion of women faculty and the inroads Penn had made through policy development, increasing awareness of issues in the academy and improvements to data collection and analysis. The Committee reviewed University-wide data and initiatives as well as two exemplary programs operating at the school level, the School of Engineering and Applied Science’s Advancing Women in Engineering Program and the School of Medicine’s FOCUS program. The Committee was asked to reflect on Penn’s successes against peer institutions and national data and to advise the University on how best to approach areas that had not shown the desired gains.

Associate Provost for Faculty Affairs Vincent Price discussed the representation of women faculty at Penn, which was 28.4% in 2007, noting that almost all of the schools witnessed noticeable increases during the eight years prior to 2007. Associate Provost Price then presented several factors that might influence the hiring, promotion and retention of women faculty, including the number of women in the hiring pool, unconscious bias and challenges related to balancing work and family. Associate Provost Price closed with a review of the positive steps Penn had taken toward addressing these issues, including mentoring programs, the development of family-friendly policies and sponsored training programs for search committees and department chairs to increase awareness of issues and opportunities for women faculty.
Professor Susan Davidson, Weiss Professor and Department Chair, Computer and Information Sciences, School of Engineering and Applied Science, then discussed the Advancing Women in Engineering Program, which offers a summer program for middle school girls, new student orientation programs for incoming freshmen women engineering students, and activities for enrolled students with particular emphasis on programming in departments with typically low numbers of enrolled women students. Professor Stephanie Abbuhl from the Department of Emergency Medicine, School of Medicine, discussed the FOCUS Program, which has utilized effective programming, in-depth data collection and analysis and investments in research combined with a long-term approach to understanding issues and developing effective solutions.

Ms. Danilow added that, despite the progress that had been made, improvements in gender diversity had not been consistent across all schools and departments. The Committee discussed the importance of communicating to the faculty and making them aware of programs, policies and opportunities. The Committee recommended emphasizing accountability with respect to goals and expectations for progress without becoming overly focused on the numbers and losing sight of what is absolutely critical for success.

Audit & Compliance

Audit and Compliance Committee Chair Jay Fishman stated that the Committee received a report on the advisory activities of the internal audit work and open audit issues from Associate Vice President for Audit, Compliance and Privacy Mary Lee Brown. Mr. Fishman noted that Penn would meet the schedule for the year on a timely basis and that all audit issues continued to be addressed in an orderly fashion. The Committee also received a report on the completion of the OMB A-133 audit, which was finished in advance of its deadline requirement. The Committee then discussed the second quarter financial statement and received a report from Comptroller John Horn on significant accounting and reporting matters.

Mr. Fishman then highlighted a report from Steven Fluharty, Vice Provost for Research, on investigations undertaken by various government offices and several congressional committees related to potential conflicts of interest pertaining to grants from the National Institutes of Health and to the investigators who received those grants. Mr. Fishman noted that this was a serious issue for the University, as Penn has 3,400 individual grants. Based on the resolution of a multi-year investigation that Yale University completed at the end of December 2008, which involved a $7.5 million penalty and negative press, the Committee suggested exploring controls and procedures related to the disclosure of these conflicts of interest. Mr. Fishman thanked Mr. Fluharty for such a thorough presentation and expressed his confidence that the suggested actions were all consistent with best practices.

The Committee also received a report from Trustee Robert Blank on the October 22, 2008 Penn Medicine Audit and Compliance committee and held a series of executive sessions.

Mr. Riepe then acknowledged the contributions of PricewaterhouseCoopers Senior Partner William Stulginsky.
The following resolution was presented and approved (full resolution text is appended):

- Resolution on the Engagement of the Independent Accountant for Fiscal Year 2009 (p. 62)

**Budget & Finance**

Budget and Finance Committee Chair Mark Winkelman reported that the Committee heard a detailed presentation on the University’s financials from Vice President for Finance and Treasurer Stephen Golding and Senior Vice President and Chief Financial Officer for the University of Pennsylvania Health System Keith Kasper. Based on the presentation, the Committee concluded that, despite the current economy, the University was in good shape and was confident that the administration would remain vigilant for early warning signs of the deterioration of its financial security.

Mr. Golding also gave a presentation on bond financing that the University passed earlier that week. A portion of the financing will limit exposure to the short-term credit markets, while the new money raised from issuing bonds will enable Penn to complete the agreed-upon number of capital projects at a reasonable long-term fixed-interest rate.

Vice President for the Office of Budget and Management Analysis Bonnie Gibson presented the proposed tuition and fees increase for FY2010. The Committee agreed to a 3.75% tuition increase, the lowest in more than four decades. Lower tuition increases and lower income from the endowment will present a very challenging budget in the years to come.

The Committee approved the proposal to allow the University to negotiate with a preferred lender to provide loans to international graduate students. Under the current contract, the lender would assume the first 15% of the default risk on these loans. The Committee also requested that the University purchase additional insurance against defaults beyond the 15% so that the University is protected as cosigners of the loans.

Next, Mr. Carnaroli gave the Committee an update on the University’s continued response to the changing economic climate. The report indicated that the University’s announced cost-saving measures had begun to show positive results. The report also demonstrated that the University’s information system and reporting system enabled the administration to monitor changes and quickly respond.

Mr. Winkelman presented the following resolutions (full resolution text is appended):

- Resolution to Authorize Cyclotron Laboratory Expansion in the Amount of $8,150,000 (p. 63)

- Resolution to Authorize Design and Construction of the Phase III Campus Electrical Infrastructure Upgrades in the Amount of $2,821,000 (p. 64)
• Resolution to Authorize Krishna P. Singh Center for Nanotechnology Schematic Design in the Amount of $2,175,000 (p. 65)

• Resolution to Authorize Clinical Research Building Vivarium Barrier Expansion in the Amount of $2,000,000 (p. 66)

• Resolution to Authorize Purchase of Digital Control System Touch Panels and Lecterns for Huntsman Hall in the Amount of $2,000,000 (p. 67)

• Resolution to Authorize an Early Construction Package for Site Clearing, Demolition, and Rough Grading for Penn Park in the Amount of $1,800,000 (Total Revised Budget of $5,838,000) (p. 68)

• Resolution to Authorize Design and Construction for Class of 1962 Walkway in the Amount of $1,700,000 (p. 69)

• Resolution to Authorize David Rittenhouse Labs A1, A2, and A4 Classroom Renovation and Technology Upgrade in the Amount of $1,670,000 (p. 70)

• Resolution to Authorize Design of the Supervisory Control and Data Acquisition System Replacement Phase I in the Amount of $1,150,000 (p. 71)

• Resolution to Authorize Moore School Building 212/216 Classroom Renovations and Technology Upgrade with 2nd Floor Corridor Renovations in the Amount of $1,069 (p. 72)

• Resolution to Authorize Amending May 1, 1998 Resolution on the Authority to Execute and Perform Research Contracts and Grants (p. 73)

• Resolution to Authorize the Incurrence of Indebtedness to Refinance Certain Existing Indebtedness and to Finance Certain Project Costs (p. 74)

• Resolution to Authorize Participation in Risk-Share Loan Program for International Graduate Students (p. 75)

• Resolution on Tuition, Fees and Other Student Charges for Academic Year 2009-2010 (p. 76)

Development

Development Committee Chair David Silfen reported that the University was continuing to make excellent progress towards its campaign goals. Although there had been a slowdown in new gifts and pledges because of the difficult economic environment, payments on previous commitments had been stronger than ever. Mr. Silfen noted that cash receipts were $273.7 million or approximately 78% of the FY2009 goal and that new commitments totaled $242 million or 54%
of the FY2009 goal. Additionally, total Campaign fundraising was slightly in excess of $2.3 billion in commitments, or 66% of the $3.5 billion goal.

Mr. Silfen stated that the Committee discussed ways to increase international alumni engagement and heard a presentation on stewardship activities and new initiatives from Barbara Kovolski, Director of University Stewardship. Mr. Silfen then noted several upcoming alumni events and thanked the trustees for their support.

External Affairs

Dr. Marie Savard gave the report on behalf of External Affairs Committee Chair Andrea Mitchell. Dr. Savard stated that the Committee heard an overview of the University’s strategic communications plan, including ways to incorporate new media, from Vice President for University Communications Lori Doyle.

Next, Vice President for Government and Community Affairs Jeffrey Cooper provided the Committee with updates on Vice President Joe Biden’s visit to campus. He noted Federal, Commonwealth, and City government budgets for FY2010, focusing primarily on the Governor’s recommendations and the impact on the School of Veterinary Medicine, which will receive a 10% cut. He added optimistically that the federal stimulus package would be very important in the upcoming year.

William Schilling, Senior Director of Student Financial Services, and Eric Furda, Dean of Undergraduate Admissions, discussed the effectiveness of the new financial aid communications plan, with special attention given to the new no-loan initiative.

Finally, six members of the editorial board of The Daily Pennsylvanian stated that they were expanding their news services to a 24/7 news cycle. They also discussed plans to launch a new user-friendly website (www.TheDP.com), which would feature expanded editorial coverage and a more detailed calendar of events. The Daily Pennsylvanian reporters noted that online advertising was not as attractive to sponsors, so the publication would remain primarily in print to maintain revenue.

Facilities & Campus Planning

Facilities and Campus Planning Committee Chair William Mack reported on the two presentations heard by the Committee. In the first presentation, Michael Van Valkenburgh, Principal of Michael Van Valkenburgh Associates, presented the ongoing design plans for Penn Park. Penn Park, located on the recently acquired postal lands on the eastern edge of campus, will be a 24-acre park and will expand Penn’s athletic and recreation facilities in a new public open space and foster improved connections to the broader community. The schedule for this project calls for site work to begin in the summer of 2009, with the park to be completed in the spring of 2011. There is ongoing cost estimation and value engineering, as some elements of the park may be postponed to accommodate the budget.
In the second presentation, Jeffrey Green, Principal of Orth-Rodgers Engineers, presented the findings and recommendations of their recently completed Campus Circulation Study. This study is a complement to the Penn Connects campus plan, which the University commissioned to identify a list of sustainable infrastructure and policy initiatives to improve multi-modal access and to ensure safe and efficient circulation throughout the campus. A primary goal of the study is to shift an additional 15% of University commuters away from single passenger automobile use to mass transit or alternative modes of travel over a period of time. Mr. Mack stressed the importance of these initiatives in order to ensure a proper and continuing satisfactory level of campus circulation.

**Neighborhood Initiatives**

Neighborhood Initiatives Committee Chair Susan Taylor reported that the Committee heard reports on sustainability and economic inclusion and received several updates.

Vice President for Facilities and Real Estate Services Anne Papageorge and Sustainability Coordinator Daniel Garofalo highlighted Penn’s sustainability efforts both on campus and in the West Philadelphia neighborhood. They also noted the significant leadership role Penn has played in promoting energy conservation, using renewable energy, creating sustainable landscapes, and improving recycling practices. Penn’s efforts were recognized last year with a top rating of A- by the Sustainable Endowments Institute.

Vice President for Government and Community Affairs Jeffrey Cooper, Assistant Vice President for Community Relations Glenn Bryan, Executive Director of Human Resources Gary Truhlar, and Human Resources Manager for the Health System Frances Graham provided an update on Penn’s economic inclusion efforts in employment and construction. During the past two years, 32% of major construction projects on campus were contracted to women and minority-owned businesses. Furthermore, 20 of the original 25 participants in the Lucien Blackwell Apprenticeship Program have been accepted into trade apprenticeship programs. Outreach efforts have been undertaken by Human Resources in both the Health System and the University to ensure a strong and diverse pool for available positions.

Ms. Papageorge also provided a brief update on the HUB III development, located at 3939 Chestnut Street, consisting of 60 apartments and ground floor retail space. Construction will begin in April 2009 and conclude by June 2010.

Vice President for Business Services Marie Witt reported that as a result of the economic crisis, Penn is seeking new vendors for its Guaranteed Mortgage Program. She indicated that Penn is in the final stages of negotiations and would have a new vendor in place soon.

Finally, Vice President for Public Safety Maureen Rush provided an update on the recent arrest of a suspect in the December 2008 home invasion and assault of two female Penn students, which occurred just outside the Penn patrol zone. She indicated that safety and security continued to be one of Penn’s top priorities.
**Student Life**

Student Life Committee Chair Julie Beren Platt reported that the Student Life Committee heard a brief summary from Provost Daniels on Penn’s aggressive and well-communicated response to recent cases of meningitis and measles on campus. Patricia Rose, Director of Career Services gave an overview of Career Services, including specific programming initiated in light of the domestic and global economic downturn. These efforts included increased outreach to employers and alumni and the development of numerous downturn-related workshops. Finally, Julie Lyzinski, Director of Alcohol and Other Drugs Resource Office, and Sharon Smith, Director of Student Intervention Services, discussed Penn's comprehensive and solution-oriented philosophy towards parental notification. Mrs. Platt added that the June 2009 Trustee Student Life Committee meeting would focus on student diversity initiatives in a proposed joint meeting with the Trustees’ Ad Hoc Committee on Diversity.

**Alumni Report**

Penn Alumni President Lee Spelman Doty began by welcoming the three new Alumni Trustees, David Ertel, Sarah Fuller, and Michael Kowalski. She then added that the Penn Alumni Board Nominating Committee would meet the following week to review candidates for terms commencing in 2010 and would present the recommendations at the next meeting.

Ms. Doty stated that the Penn Alumni Trustee meeting focused on alumni education. In November 2008, Lisa Vaccarelli was appointed Director of Alumni Education and Career Networking and has expanded programming in three areas: increased faculty, staff and alumni speaking engagements; online content and virtual programming; and career networking programs and resources, including a number of speed networking events. Ms. Doty stressed the importance of these outreach efforts during the current economic downturn and added that it was part of Penn’s commitment to be the lifelong home for education for alumni.

Ms. Doty stated that approximately 100 alumni leaders, including Alumni Trustees, would be meeting for a retreat to reinvigorate alumni committees and learn more about the non-financial/engagement goals of the Campaign. Finally, Ms. Doty reminded everyone about Alumni Weekend and hoped that many trustees would participate. She concluded by thanking everyone for their support of of Penn Alumni.

**Appointments to Penn Medicine, Overseer and Other Boards**

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

- Resolution to Appoint Andrew Brownstein to the Board of Overseers of the Annenberg Center for the Performing Arts (p. 78)

- Resolution to Appoint James C. Johnson to the Board of Overseers of the School of Arts and Sciences (p. 79)
• Resolution to Appoint Linda Gilliam as Vice Chair of the Board of Overseers of the School of Dental Medicine (p. 80)

• Resolution to Appoint Mason D. Haupt, Lisa Sardegna and Barbara van Beuren to the Board of Overseers of the School of Design (p. 81)

• Resolution to Appoint Ruth Moorman and Edward Yorke to the Board of Overseers of the Graduate School of Education (p. 82)

• Resolution to Appoint Stephanie W. Naidoff, Esq. to the Penn Medicine Board (p. 83)

• Resolution to Reappoint Members of the Penn Medicine Board as Term Members (p. 84)

• Resolution to Appoint Jungwon Chai to the Board of Overseers of the School of Social Policy & Practice (p. 86)

• Resolution to Appoint Mohammed Alshaya to the Board of Overseers of the Wharton School (p. 87)

• Resolution to Appoint the 2009 Slate of The Wistar Institute Board of Trustees (p. 88)

Mr. Riepe noted that the meeting attendees had been given two pamphlets from the Center for High-Impact Philanthropy, which provides tools and information to help target philanthropy in order to have the greatest possible impact on lives. He added that new Alumni Trustee David Ertel had been the driving force behind the Center and thanked him for his efforts.

In closing, Mr. Riepe thanked the administration and all the Deans for their impressive efforts in rising to the challenges posed by the current economic environment.

The meeting was adjourned at 12:50 p.m.

Respectfully submitted,

Leslie Laird Kruhly
Secretary of the University