A Stated Meeting of the Trustees of the University of Pennsylvania was convened at 11:34 a.m. on Friday, October 29, 2010 in the Woodlands Ballroom at the Inn at Penn.


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’s Report

Chair David Cohen called the meeting to order.

University Chaplain Reverend Charles Howard presented the invocation.

The minutes of the June 18, 2010 and September 23, 2010 meetings were approved as distributed.

Mr. Cohen presented the following resolution (full resolution text is appended):
• Memorial Resolution for Gordon S. Bodek (p. 1)

Gordon Bodek’s son, Hanley Bodek, thanked the trustees for this honor and spoke about how much Penn had meant to his father.

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

• Memorial Resolution for Henry M. Chance II (p. 2)

Henry Chance’s son, Mark Chance, remarked how his family had learned from Penn over its 140-year relationship with the University.

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

• Memorial Resolution for Leonard A. Shapiro (p. 3)

Leonard Shapiro’s wife, Leslie Shapiro, stated how much he loved Penn and introduced their daughter, Alexandra Shapiro Cudby. Mrs. Shapiro Cudby expressed how grateful she was to all who had approached her about the ways in which her father had touched their lives and how much his volunteer work at Penn had meant to him.

The three memorial resolutions were approved and Mr. Cohen asked for a moment of silence in honor of Gordon Bodek, Henry Chance and Leonard Shapiro.

Mr. Cohen then presented the following resolution to amend the statutes and create new support staff positions in order to continue to provide instruction and conduct research at the highest level, which was approved (full resolution text is appended):

• Resolution to Amend the Statutes of the Trustees of the University of Pennsylvania (p. 4)

**Nominating Committee Report**

Mr. Cohen presented the following resolutions, which were approved (full resolution text is appended):

• Resolution to Elect Paul Williams as Emeritus Trustee (p. 5)

• Resolution to Elect Susan F. Danilow, Esq. as Term Trustee (p. 6)

• Resolution to Elect Julie Beren Platt as Term Trustee (p. 7)

• Resolution to Re-elect Scott L. Bok as Term Trustee (p. 8)

Vice Chair George Weiss presented the following resolution, which was approved (full resolution text is appended):
President's Report

President Amy Gutmann reported that the Abramson Cancer Center was recently rated as “Exceptional” by the National Cancer Institute and the National Research Council ranked Penn's graduate programs among the nation's best. She announced that two renowned international leaders in HIV and immunodeficiency research, Drs. Beatrice Hahn and George Shaw, will be joining the School of Medicine’s faculty and the Penn Center for AIDS Research. She then remarked on several recent Penn faculty and student accolades, including Penn Chemistry PhD graduate Ei-ichi Negishi being awarded the 2010 Nobel Prize in Chemistry and Penn graduate student Andrew McDonald, along with paleontologists from London’s Natural History Museum, discovering a new species of dinosaur.

Dr. Gutmann stated that the University would continue to enable the most talented students to attend Penn regardless of financial circumstances and the average aid per student increased nearly 29% over the past two years. Over 45% of the Class of 2014 is receiving some form of grant aid, with an average grant of nearly $36,000. With two years remaining in the Making History Campaign, Penn has raised over $2.87 billion, 82% of the $3.5 billion goal. Over 103,000 alumni, parents, and friends made gifts to the Campaign in FY2010, a historically high level of support. The success of the Campaign has led to the creation of 21 Penn Integrates Knowledge (PIK) professorships and a record number of endowed professorships.

Dr. Gutmann also remarked on Penn's acquisition of DuPont Marshall Labs' 23.1 acre campus at 34th Street and Grays Ferry Avenue. The property will provide a nearby center for auxiliary services and allow the University to consolidate and utilize the core of its campus in a more efficient manner. She noted that the new Morris Arboretum Horticultural Center received the American Institute of Architect Pennsylvania’s Architectural Excellence Award for its "Out on a Limb" Tree Canopy Walk and is scheduled to receive LEED Platinum Certification. She also provided an update on Penn Park, which is on schedule and on budget.

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

- Resolution to Appoint Dr. J. Larry Jameson as Executive Vice President of the University of Pennsylvania for the Health System, as Dean of the School of Medicine, and to the Penn Medicine Board and Penn Medicine Executive Committee (p. 10)

Incoming Executive Vice President of the University of Pennsylvania for the Health System and Dean of the School of Medicine J. Larry Jameson stated how honored he was to receive this appointment and the opportunity to serve both Penn and the greater community.

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

- Resolution to Reappoint Rebecca Bushnell as Dean of the School of Arts and Sciences (p. 11)
• Resolution to Reappoint Michael Fitts as Dean of the Law School (p. 12)

All three resolutions were approved.

Academic Report

Provost Vincent Price provided an update on recent faculty awards. Four members of the Penn Medicine faculty - Deborah Driscoll, Caryn Lerman, John Stanley, and Margaret Stineman - were elected new members of the Institute of Medicine, one of the nation's highest honors in medicine. He then noted that Dr. Katherine Kuchenbecker, Skirkanich Assistant Professor of Innovation in the School of Engineering and Applied Science, was just named one of Popular Science Magazine’s “Brilliant Ten,” a list of the country's top young scientists to watch.

Additionally, Dr. Ritesh Agarwal, Assistant Professor of Material Sciences and Engineering, and Dr. Patrick Seale, Assistant Professor of Cell and Developmental Biology in the School of Medicine, will each receive the National Institutes of Health Director's New Innovator Award, a grant of $1.5 million over five years. Dr. Price added that the Fels Institute of Government would be changing the name of its degree program from Master of Governmental Administration to Master of Public Administration.

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

• Resolution on Faculty Appointments, Leaves and Promotions (p. 13)

Financial Report

Executive Vice President Craig Carnaroli reported that both the University and the Health System for the quarter ended September 30, 2010 were performing ahead of their respective budgets. He noted that the impact of the slow economic recovery, which resulted in increased demand for student aid and low contributions for operating purposes, had been largely offset by sponsored research program growth, increased demand for graduate degrees, and the University’s cost containment initiatives. Mr. Carnaroli reported that, despite flat patient volumes, the Health System continues to achieve a positive and strong operating margin due to tight cost control.

Penn Medicine Report

Executive Vice President for the Health System and Dean of the School of Medicine Dr. Arthur Rubenstein reiterated Dr. Gutmann’s confidence in his successor Larry Jameson, and assured that the transition would be seamless and successful. He then provided an update on several of Penn Medicine’s new facilities. The Perelman Center for Advanced Medicine’s additional outpatient programs in the west wing have received positive feedback from patients and their families. The Translational Research Center Building will open in the spring of 2011, with researchers situated in the building based on their research programs rather than departmentally in order to foster interdisciplinary research. Finally, Dr. Rubenstein added that the common areas between the Perelman Center, the patient care area, the research area, and the Translational...
Research Center Building will be a meeting place for clinicians, scientists and trainees, further encouraging interactions in terms of translational medicine.

Academic Policy

Academic Policy Committee Chair Deborah Marrow reported that the Committee considered University responses to the call for public access to scholarship, which are increasingly coming from Congress and other federal funding partners. Senior Vice Provost for Research Steven Fluharty presented the findings of a cross-University committee that was charged by Provost Vincent Price with developing guidelines for increasing public access at Penn. Discussion centered on potential consequences of new models of public access, including implications for revenues, publishers, peer review and reproduction of images.

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

- Resolution to Repatriate Clan Objects and Establish a Partnership between the Tlingit Kaagwaantaan Clan and the Tlingit L’ooknax.ádi Clan of Sitka, Alaska, and the University of Pennsylvania Museum of Archaeology and Anthropology (p. 46)
- Resolution to Establish a Master in Environmental Building Design in the School of Design (p. 48)

Audit & Compliance

Audit and Compliance Committee Chair Jay Fishman reported that the Audit and Compliance Committee reviewed the status and work of the Office of Audit, Compliance, and Privacy for FY2010, the PricewaterhouseCoopers Management Letter for both the University and the Health System, and an insurance briefing from the Office of Risk Management.

Budget & Finance

In the absence of Budget and Finance Committee Chair Mark Winkelman, John Clark gave the report. Mr. Clark reported that the Budget and Finance Committee reviewed the financial results for the Academic, Health System, and the Consolidated University for the three months ended September 30, 2010. Mr. Clark noted that the University was ahead of budget and financially sound. The Committee received a report on the impact of health care reform on the University, the University's preliminary considerations to address this going forward, and a report on the cost containment effort, which has thus far achieved $83.2 million in expense reduction against the $100 million goal.

Mr. Clark presented the following resolutions, which were approved (full resolution text is appended):

- Resolution to Authorize the Design and Construction of the Krishna P. Singh Center for Nanotechnology for an Additional $68,400,000 (Total Revised Budget of $80,000,000 (p. 49)
• Resolution to Authorize the Design and Construction of the Towne Building 3rd Floor Air Handling Unit Replacement in the Amount of $1,862,000 (p. 50)

• Resolution to Authorize 12.75 Year New Lease (Expansion) for School of Nursing, Living Independently for Elders (LIFE); Total Lease Obligation (Present Value) of $1,792,261 (p. 51)

• Resolution to Authorize the Design and Construction of the Chemistry 1958 Building Exhaust Fan Replacement in the Amount of $1,500,000 (p. 52)

Development Committee

Development Committee Chair George Weiss provided a brief update on the final phase of the Making History Campaign, which remains strong despite challenging economic conditions. He added that the University is well-positioned to reach its $3.5 billion within the next two years; Campaign commitments stand at $2.877 billion, 82% of the overall goal; and that Penn is also on pace to meet its goal for new commitments in FY2011.

Mr. Weiss reported that the Development Committee received an update from Dr. Gutmann on recent major gifts to the Campaign and areas that will need particular attention going forward. Vice President for Development and Alumni Relations John Zeller presented a comprehensive update on Campaign performance. Mr. Zeller explained Penn’s strategic plan for the balance of the Campaign, outlined its overall approach, and projected solicitations and results for overall and core goals. Assistant Vice President for Alumni Relations Hoopes Wampler reported on successful recent engagement initiatives. He also spoke about strategic priorities for 2011, which include an increased focus on young alumni, and growth in the quantity and quality of events.

External Affairs

In the absence of External Affairs Committee Chair Edward Mathias, Marie Savard gave the report. Dr. Savard reported that the External Affairs Committee heard four presentations. Anthony Sorrentino, Executive Director of Public Affairs, provided an overview of the communications roll-out plan for the upcoming Economic Impact Report. This report will illustrate Penn’s position as a powerful economic engine for the region. Mukul Pandya, Knowledge@Wharton Editor, presented on the origin and evolution of this journal. Jeffrey Cooper, Vice President for Government and Community Affairs, gave an update on the Federal, Commonwealth, and City budgets, the funding challenges associated with these budgets, and future political challenges. Lastly, Lori Doyle, Vice President for University Communications, solicited input from the Committee about its preferences for the content, design and distribution of the electronic Trustee Tip Sheet.

Facilities & Campus Planning

Facilities and Campus Planning Committee Chair Egbert Perry reported on three presentations. In the first presentation, Jose Alminana, principal at Andropogon landscape architects, presented
the proposed design for Shoemaker Green. Currently the site of the Lott Tennis Courts, this 3.75 acre site in front of the Palestra will become a major campus open space along Locust and Smith Walks linking College Green with Penn Park. Conceived in the spirit of College Green, this new commons will accommodate a wide range of activities from quiet lunches and passive recreation to campus-wide celebrations supporting Penn Relays and Commencement. Shoemaker Green will serve as a model for sustainable campus landscape design and has recently been selected as a pilot for the new Sustainable Sites Initiative. The $8 million project is in the design development stage with construction planned to commence in the summer of 2011 and a completion date tentatively set for September 2012.

In the second presentation, Vice President for Facilities and Real Estate Services Anne Papageorge and University Architect David Hollenberg gave a status report on the University's Climate Action Plan. Outreach to students, faculty and staff have resulted in energy savings, comprehensive utility metering, improved recycling rates, LEED certified building targets in nine projects and numerous academic and communication initiatives. Challenges remain in areas such as reducing steam use and encouraging non-automobile commuting. The University will continue to chart its progress in the coming months and prepare a two-year report for submission to the American College and University Presidents' Climate Commitment.

In the final presentation, Ms. Papageorge and Edwin Datz, Executive Director of Real Estate Development, provided an overview of the University's recent $13 million acquisition of the former DuPont Marshall Labs site. The property consists of 23.1 acres of land and includes a mix of buildings containing a total of approximately 250,000 square feet of space. The property is currently suitable for various University uses and for future redevelopment and will facilitate immediate relocation of the University's Transportation and Parking Services to allow for the construction of the Krishna P. Singh Center for Nanotechnology on Walnut Street. Additional short-term and long-term space planning opportunities on the site will be assessed.

**Neighborhood Initiatives**

Neighborhood Initiatives Chair Susan Taylor reported that the committee received reports from four of Penn’s schools on the ways in which they provide rich educational opportunities for their students while helping Penn’s surrounding communities. Dean of the Law School Michael Fitts provided an overview of the work of Penn Law’s Entrepreneurship Legal Clinic, in which students gain direct experience in business law as they support the development of local organizations and small businesses. Dean of the School of Dental Medicine Denis Kinane led a discussion of the Dental School’s partnerships with the School District of Philadelphia and the Schools of Nursing and Medicine. The Dental School provides care to 12,000 individuals each year through its community outreach programs via the PennSmiles van, the Dental Center at the Living Independently for Elders (LIFE) program, and other programs. Dean of the School of Nursing Afaf Meleis described the three principal ways that Penn Nursing provides health care to residents of West Philadelphia: the LIFE program; the risk assessments and referral program at the Bernett L. Johnson, Jr. Sayre Health Clinic at Sayre High School; and the Healthy in Philadelphia (HIP) initiative. Dr. Michael Moyer, Director of Shelter Animal Medicine at the School of Veterinary Medicine, described community outreach programs, including extensive collaborations with local shelters that allow students to advance their training and professional
skills by providing care that ordinarily would not be available. Dr. Moyer noted that the School has a new community practice, designed to provide affordable care for the pets of Penn’s faculty, staff and students.

Student Life

Student Life Chair Julie Beren Platt reported that the Student Life Committee heard a presentation by Director of the Office of Alcohol and Other Drug Program Initiatives Julie Lyzinski Nettleton, with other campus health and academic support colleagues, related to the use and abuse of prescription drugs by students. They described the types of prescription drugs used and occasionally misused in the campus environment and highlighted national and campus data, including the motivations and perceived benefits by students. The group outlined the potential risks of prescription drug misuse to students’ well-being and students’ misconception of improved academic success and detailed the proactive cross-campus educational approach at Penn to help students understand risks and practice healthy behaviors. Executive Director of the Weingarten Learning Resources Center Dr. Myrna Cohen led a presentation about the challenges faced by incoming international students, particularly in adjusting to the American classroom, and the instructional and research environment at Penn. She described the multi-layered support resources available to international students, including individual appointments, group workshops on intercultural learning, language skills, learning strategies, and ethics.

Investment Board

Investment Board Chair Robert M. Levy reported that the Investment Board and Office of Investments discussed endowment performance, asset allocation, and areas of opportunity. Mr. Levy stated that the endowment returned 12.6% for FY2010, which is a strong absolute return, exceeds Penn’s benchmark by 3.6%, and compares very favorably with its peers. The first quarter of FY2011 saw a return of approximately 6.8%. He added that Penn’s liquidity position is strong and the University is well-prepared to take advantage of long-term opportunities as they arise. Mr. Levy thanked Chief Investment Officer Kristin Gilbertson and her staff for a job well done.

Alumni Report

Penn Alumni President Lee Spelman Doty advised that Penn Alumni would be voting to elect two new alumni trustees for five year terms effective January 1, 2011: Charles Leitner, C'81, from Connecticut; and Ehsan El-Tahry Zayan, CW'73, from London. Ms. Doty announced that two additional positions will become open in 2012 and asked that the Trustees submit recommendations and nominations.

Ms. Doty provided an update on alumni events on campus and around the country, including Penn Spectrum, Engaging Minds, and the upcoming Alumni Award of Merit Gala and Homecoming activities.

Ms. Doty also noted that former trustees Elsie Sterling Howard, Mary Ann Greenawalt and Joseph Rascoff had worked with the Alumni Council of Admissions, now called the Penn
Alumni Admission Resource Center, to rebrand its service and better align the name with its mission, which is to support alumni as their children and grandchildren navigate the college admissions process.

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

Mr. Cohen presented the following resolutions, which were approved (full resolution text is appended):

- Resolution to Appoint Edward B. Ziff to the Board of Trustees of the Wistar Institute (p. 53)
- Resolution to Appoint Lynn J. Jerath to the Board of Overseers of the Annenberg Center for the Performing Arts (p. 54)
- Resolution to Appoint Anthony Noto to the Athletics Board of Overseers (p. 55)
- Resolution to Appoint Stephen Olitsky and Robert O. Zou to the Board of Overseers of School of Dental Medicine (p. 56)
- Resolution to Appoint Juliet N.S. Sjöborg to the Board of Overseers of the School of Engineering and Applied Science (p. 57)
- Resolution to Appoint Steven Todd Shapiro to the Board of Overseers and to Appoint Stephen A. Cozen as an Emeritus Member of the Board of Overseers of the Law School (p. 58)
- Resolution to Reappoint James S. Riepe as Chair of the Penn Medicine Board (p. 59)
- Resolution to Appoint Eunice Searles King, Sandra B. Samberg, and Patricia B. Silverstein to the Board of Overseers of the School of Nursing (p. 60)
- Resolution to Appoint Gary F. Goldring to the Board of Overseers of the School of Social Policy & Practice (p. 61)
- Resolution to Appoint Anne Welsh McNulty to the Board of Overseers of the Wharton School (p. 62)
- Resolution to Appoint Charles B. Leitner III to the Board of Overseers of the School of Design (p. 63)
- Resolution to Reappoint Keith L. Sachs as the Chair of the Board of Overseers of the School of Design (p. 64)
On behalf of the trustees, Mr. Cohen thanked outgoing Associate Secretary Eric Kaplan for his years of service in the Office of the Secretary and congratulated him on his new position in the Office of Development and Alumni Relations.

The meeting was adjourned at 12:44 p.m.

Respectfully submitted,

Leslie Laird Kruhly
Secretary of the University